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CONFIDENTIAL

TITLE: EMPLOYER APPROACHES AND PRACTICES IN INDUSTRIAL RELATIONS
(English Canada)

AUTHOR: Professor R. A. Patterson,
School of Business Administration,
The University of Western Ontario,
LONDON, Ontario.

DRAFT STUDY

Canada
prepared for

TASK FORCE ON LABOUR RELATIONS
(Privy Council Office)

PROJECT NO. 24 - (Professor J. J. Wettlaufer)

Submitted: March 1968

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THE UNIVERSITY OF WESTERN ONTARIO
SCHOOL OF BUSINESS ADMINISTRATION

THE ATTITUDE OF MANAGEMENT TOWARDS LABOUR
RELATIONS DURING THE POST-WAR PERIOD (1946-1947)
AS EXPRESSED THROUGH PUBLISHED STATEMENTS
OF EMPLOYER ASSOCIATIONS

A Study Prepared

For use

Prime Minister's Task Force on Labour Relations

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LIST OF EXHIBITS

1. Graph of % Unemployment, Strikes and Lockouts, Labour Force, 1946-1967.
2. List of Organizations with which Contact was Made.
3. List of Documents Numbered Serially.
4. List of Documents Grouped by Organization and Arranged in Chronological Order within each Group.
5. The Selekman Model.
6. Representative Statements for the Categories of the Selekman Model.
7. Issues.
8. Recommendations.
9. Completed Coding Sheet (#115, Document 70).
- 10A-N. Curves of Selekman Model Scores for Major Groups.
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INTRODUCTION

The post war period, 1946-1967, has been, on the whole, one of prosperity for Canada and, indeed, for most of the Western world. As well, it has been a period of marked change, both technological and social. In Canada our increased possession of material goods, our increase in productivity, our higher general level of education, and our growing urbanization and industrialization have not benefited all Canadians equally. In fact, some have been affected adversely by such things as technological change that makes their skills or jobs obsolete, although such change may benefit our society in the long run.

With technological and social change have come changes in relationships. Unions dramatically increased their memberships in the late 1930's and consolidated their new found strength under wartime regulations and the revision of the Industrial Relations Disputes and Investigation Act and similar provincial legislation in the late 1940's. Many unions have become large and powerful organizations, in many instances larger and more powerful than the companies with which they bargain. The worker is no longer downtrodden and exploited. Management rights have been challenged and eroded. In labour disputes the public interest often is seriously affected by the battle of two giants and the public may be justified occasionally in saying to employers and unions, "A plague on both your houses!"

The past few years have been a time of increased labour unrest in the midst of an economic boom. Time lost in strikes and lockouts reached its highest peak since the immediate post-war wave of strikes (Exhibit 1). Labour has flouted the law in its fight against the injunction. In this latter part of the 20th century questions such as the following and many others may fairly be asked- "Is the adversary concept in collective bargaining outmoded? Is the strike outmoded as a weapon in collective bargaining; that is, does it serve the best long run interests of society? What rights does and should management have? Has Mr. Justice Freedman pointed the way to new and better relationships that might benefit management, labour and the public? Are the attitudes of the two parties changing and, if so, in what direction?"

Management, and labour too, may make its attitudes towards labour relations known in two ways; by deed, and by word, either written or spoken. Deeds do not necessarily correspond with what has been expressed by words, and words spoken privately do not necessarily agree with those spoken publicly or published. Management has several means available to express itself by words on all matters, one of which is collectively through associations, of which there are many serving the diverse needs of management. Some major ones, for instance, the Chambers of Commerce and the Canadian Manufacturers' Association, are large and broadly based.

Others are more restricted in base and have fewer members; for example, The Rubber Association of Canada, The Railway Association of Canada, and the Automotive Parts Manufacturers' Association. Some are interested in all or a broad range of industry and general management problems. Others may keep to a narrower range, such as tariffs and exchange of industry statistical information.

Employer associations, in general, do provide valuable and essential services to their members and, in most instances, serve as the collective voice of their members to governments and the public. It may be assumed that, if an association does not fill a perceived need of its members, it would not exist. It may also be assumed that, as membership in associations is voluntary, they are structured democratically to reflect the will and feelings of a majority of their members, not necessarily all of them.

The significant economic, technological, and social changes of the depression and post-depression years have been accompanied, it seems reasonable to assume, by changes in attitudes and views of both management and unions towards management-union relations. Specifically, we hypothesize that management's attitude in labour relations would have shifted, over the post-war period of time, from the area of antagonism towards that of acceptance. The degree of antagonism immediately after the war may not have been as great

as in the late 1930's and the movement over the post-war period is not likely to have been a sharp or marked one. Over such a time period the changes in attitude are likely to have been more or less gradual and subtle and our measures for determining a general position or attitude at any given time are not precise. However, it is felt that the published or public views of employer associations will provide at least a broad measure. The change in attitude is not expected to have been gradual and steady in one direction. Rather, there may have been movements towards either increased acceptance or increased antagonism at certain points in time, of varying magnitude and pattern, on the part of various associations.

The question may be raised as to how representative of management's attitude and views the published statements of associations may be. With their democratic structure it is doubtful that they can express other than the views of the majority, which are not likely to be slanted towards controversial changes. If, for instance, three or four members of a large association subscribed to the principles set forth in the Freedman report it is not likely that these views would find expression in published statements of the association. We further hypothesize that attitudes and views expressed by associations are not completely representative and will tend towards a preservation of the status quo rather than the initiation of significant and far reaching change.

The purpose of this study, then, is to analyze the published statements of employer associations during the post-war period, to draw what conclusions we can from them, and to examine the role of such associations in labour relations.

METHODOLOGY

Employer associations representing significant segments of Canadian business and industry were selected from the Directory of Business, Trade, and Professional Associations in Canada.¹ These organizations were reached through various combinations of mail, telephone, and personal calls and were asked for whatever documents they could give us, or lend us from their files, concerning labour relations during the post-war period. The Federal and several Provincial Departments of Labour were approached in the same manner. Documents were obtained from most of the associations, although several of them are not concerned with labour relations but rather with other matters such as tariffs. For example, the Rubber Association of Canada and the Automotive Parts Manufacturers Association are not concerned

¹ Brian Land, ed., Directory of Business, Trade, and Professional Associations in Canada (Montreal: Canadian Business, The Canadian Chamber of Commerce, 1959).

with labour relations. Some associations did not have files covering the complete post-war period. The four major employer associations (The Canadian Chamber of Commerce, The Canadian Manufacturers' Association, The Canadian Construction Association and the Railway Association of Canada) were the most fruitful source of material, as they have been interested in labour relations for many years and their files are complete. The material offered by all organizations was accepted with the exception of that from the C.N.R., the C.P.R., and the Railway Association of Canada. The railway material was so voluminous that it far exceeded the amount of material from all other sources combined. It included all of the many and lengthy statements made before conciliation boards in all of the post-war labour disputes. Therefore, a representative selection covering the post-war period was made from all of the railway material. Some material also was obtained from the Government Document section of Lawson Library, University of Western Ontario. While the study is concerned with employer associations, it was found, through the library and Departments of Labour material, that occasionally individual companies as well as associations had made briefs to Government bodies or commissions. These few documents are included in the study with those of the various associations. Of the documents received, 289 were applicable to the study and were numbered serially.

Exhibit 2 shows the organizations with which contact

was made by mail, telephone, or in person, Exhibit 3 shows all of the documents serially numbered, and Exhibit 4 shows all of the documents grouped by associations or organizations and arranged in chronological order within each group.

The documents were read and analyzed to obtain statements giving expression of the following: (1) attitudes towards labour relations, (2) issues in labour relations, and, (3) recommendations for resolution of the issues. These statements were selected qualitatively. For purposes of analysis they have been judged quantitatively. That is to say, the number of statements expressing, for instance, a particular issue in one year has been considered as the relative importance of that issue compared with the number of statements expressing other issues in the same and other years. For example, if issue X were mentioned twelve times and issue Y seven times, issue X would be considered to have proportionately greater importance than Y although, admittedly, issue Y could, in reality, be of equal or greater importance.

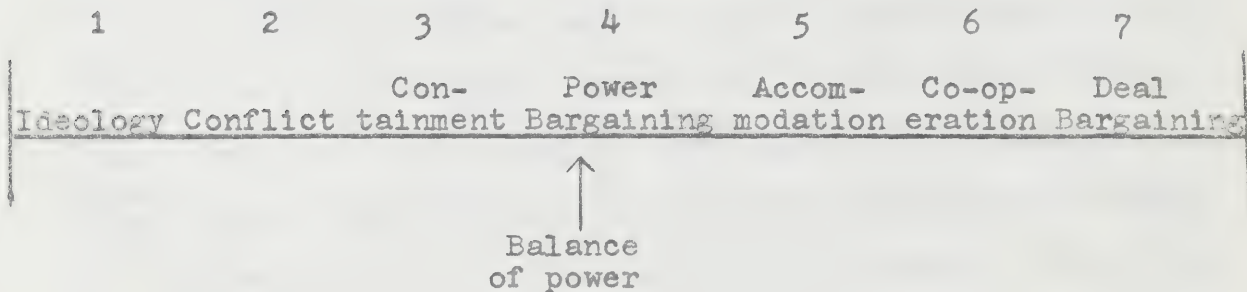
Management Attitudes Towards Labour Relations

In the analysis of attitudes the Selekman model was used. It is a framework for the analysis of labour relations developed by the late Professor Benjamin Selekman of Harvard University. In the model the climate of, or attitude towards, labour relations in an organization is ex-

pressed as a continuum ranging from ideology to deal bargaining. For purposes of analysis the continuum is divided into seven sections or categories, as shown in Figure 1. The progression across the continuum from left to right is from ideology on the part of the union and open hostility and aggression on the part of management, through a balance of power in the centre, to full co-operation between the parties in an atmosphere of mutual respect and trust on the right.

Figure 1

The Selekman Model



For purposes of coding the categories have been numbered from one to seven. Full descriptions of the categories are given in Exhibit 5. Exhibit 6 shows several representative statements from the documents which have been judged to express attitudes represented by the various categories in the model. There were no statements in the documents that were judged to represent either of the extremes of ideology or deal bargaining. Within each document the Selekman model code number was written beside any statement

that was judged to indicate the corresponding attitude.

As the documents were read, the issues and recommendations expressed were listed and given code numbers. These code numbers were similarly written in the documents beside the appropriate statements. Exhibit 7 is the list of issues and Exhibit 8 the list of recommendations, with their corresponding code numbers. All of the coding was done by the single researcher. A check of several representative documents was made by another researcher, who did not disagree significantly with any of the coding.

When the coding was completed the code numbers from the documents were tallied on serially numbered coding sheets, one sheet for each document. In the coding sheets the year of the document was shown in the rows and the code numbers in the columns. A completed coding sheet for one of the documents is shown as Exhibit 9.

The documents were classified into thirteen association groups, which are shown in Table 1. All of the individual code sheets in each group were then tallied on one master code sheet for that particular group.

Table 1

Initial Thirteen Association Groups

<u>Tally Sheet Number</u>	<u>Group</u>
500	Canadian Chamber of Commerce
501	Provincial Chambers of Commerce
502	Toronto Board of Trade
503	Vancouver Board of Trade
504	Winnipeg Chamber of Commerce
505	Miscellaneous Chambers of Commerce
506	Railway Association of Canada, C.N.R. and C.P.R. Rail Operations
507	C.N.R. and C.P.R. Hotels and Steamships
508	Construction Associations
509	Canadian Manufacturers' Association
510	Miscellaneous Individual Companies
511	Motor Transport Associations
512	Miscellaneous Associations and Employer Groups

A further condensation was made from these thirteen groups to six major groups, as shown in Table 2.

Table 2

Final Six Major Groups

<u>Tally Sheet Number</u>	<u>Group</u>
508	Construction Associations
509	Canadian Manufacturers' Association
510	Miscellaneous Individual Companies
513	All Chambers of Commerce and Boards of Trade
514	Railway Association of Canada, C.N.R. and C.P.R. Rail, Ship and Hotel operations.
515	Motor Transport Associations, Miscellan- eous Associations and Employer Groups

The data shown in these two sets of groups have been used for analysis of the material.

Management Attitudes Towards Labour Relations

In each of the condensed coding sheets, numbers 500 to 516, the average of all the Selekman code numbers for each year was taken as expressing the attitude for that year. For example, if there were seven code 3 statements, two code 4 statements, and one code 6 statement, the attitude would be expressed as $3.5 \left[(7 \times 3 + 2 \times 4 + 1 \times 6) \div 10 \right]$ and interpreted as moving towards power bargaining from a containment position. Table 3 shows the average score on the Selekman scale, for each year and organization group for which there were statements, for the 17 condensed coding sheets.

Condensed Coding Sheet Number

Year	500	501	502	503	506	507	508	509	510	512	513	514	515	516
1946								4.5						3.6
1947			3.5		4						3.5	4		3.8
1948			3					4			3			3.5
1949	6				4.5						6	4.5		5.0
1950	6				4						6	4		4.5
1951	6		3								3.8			3.8
1952	6					4					6	4		5.0
1953	6				4						6	4		4.7
1954	6				4	4					6	4		4.5
1955	6					4		3			6	4		4.3
1956	6				4	4					6	4		4.3
1957	6						3	4.6	3.3		6			4.3
1958			2.9		4.3			3			2.9	4.3		3.2
1959	6					4		3			6			4.0
1960	4					5		3			4			3.8
1961	4			4	4.2	4	5	3			4	4.2		4.0
1962	4.5				4		3	3.3			4.5	4		3.6
1963	4.5	6					3			4.8	5		4.8	4.6
1964	5	6			4			3			5.3	4		4.6
1965	5	6				4				2	5.3	4	2	4.5
1966	5	6		4	4	4		3.6			4.6	4		4.0
1967	5.3	4.2	3					3.6		3.3	4.6		3.3	3.9
	Canadian Chamber of Commerce	Provincial Chambers of Commerce	Toronto Board of Trade	Vancouver Board of Trade	Railway Association of Canada; C.N.R.; C.P.R.	C.N.R. and C.P.R. Hotels and Steamships	Construction Associations	Canadian Manufacturers' Association	Miscellaneous Individual Companies	Miscellaneous Associations and Groups	All Chambers of Commerce	Railway Association of Canada; all C.N.R. and C.P.R. operations	Motor Transport and Miscellaneous Associations	All Organizations and Companies

These figures were plotted on graphs (Exhibits 10A-N) and a regression line was computed, from the data for all organizations, for the period 1957-67 (Exhibit 10N). The equation for the line is $Y = 3.9 + .04X$.

Issues Expressed by Management

The most frequently mentioned issues on each of the six major group summary sheets and the final summary sheet were grouped into six broader categories which we shall refer to as the major or key issues. The most frequent were defined as those which exceeded the mean in frequency of mention. They accounted for 79% of all mentions in the final summary and from 71% to 86% in the six major group summaries. The six key issues are listed in Table 4, with the abbreviated titles that will be used to refer to them. Complete definitions of them are given in Exhibit 11 and their quantitative derivation is shown in Exhibits 12 A-G.

Table 4

Major Issues

Abbreviated titles to be used for reference are shown in brackets.

- A. Union power and irresponsibility; legal protection to unions. (Union power).
- B. Right to bargain collectively; minimum government interference; public interest in labour disputes. (Government regulation).

- C. Management rights; right to work; all individual and group rights. (Management rights).
- D. Economic issues. (Economics).
- E. Power of boards and courts; judicial review; certification procedures. (Boards and courts).
- F. Construction industry problems. (Construction problems).

Several representative statements of some of the issues which make up the major issue categories are shown in Exhibit 13.

The major issues having been identified and broken down by their distribution amongst the major groups, a further breakdown was made to show the distribution of the issues over time. This breakdown is detailed in Exhibits 14 and 15. Exhibits 14A-F show, for each major issue, its distribution over time by association groups; Exhibits 15 A-G show, for each association group, the distribution of the major issues over time.

Recommendations Made By Management

Recommendations were grouped in the same manner as were issues. In each of the six major summary sheets and the final summary sheet, all recommendations which exceeded the mean in number of times mentioned were considered to be the most significant ones and grouped into four major recommendation categories. These are shown in Table 5.

with their abbreviated titles. As with the issues, they accounted for the great majority of recommendations made, namely 83% on the final summary sheet and from 71% to 83% on the six major summary sheets. Complete definitions of the major recommendations are given in Exhibit 16 and their quantitative derivation is shown in Exhibits 17A-G.

Table 5

Major Recommendations

Abbreviated titles to be used for reference are shown in brackets.

- A. Restrictions on union action and freedom; reduction in "union security"; preservation of management, group, and individual rights; freedom of expression for employers. (Restrain unions).
- B. Minimum government regulation and interference except in public interest; judicial review of decisions and right of appeal. (Minimum regulation).
- C. Special provisions for construction industry. (Construction provisions).
- D. Judges as arbitrators and conciliators. (Use judges).

Several representative recommendations which make up the major recommendation categories are shown in Exhibit 18.

The major recommendations also were broken down into a time distribution. Exhibits 19A-D show, for each

major recommendation, its distribution over time by association groups; Exhibits 20A-G show, for each association group, the distribution over time of the major recommendations.

ANALYSIS

As stated in the introduction, the purpose of this study is to examine management's views on labour relations, as expressed through one particular medium, over the post-war period. The assumption was that during the past 22 years a more or less uniform flow of material would have been generated by employer associations and that much of it would be available for study. Such was not the case. Analysis of the documents revealed that the post-war span of time would best be separated, for our purposes, into two fairly well defined halves, namely, the 1946-56 and 1957-67 periods.

Of the 289 documents obtained only 48, or about 17%, of them apply to the first period, 1946-56. These 48 documents were from only three associations or groups, namely, the Canadian Manufacturers' Association, the railway group, and the Chambers of Commerce.¹ By far the majority of them were from the Chambers of Commerce and railway

¹ Unless stated otherwise, the mention of an association or group encompasses it as a whole, that is, all municipal, provincial, and national divisions or branches. The general term Chambers of Commerce includes Boards of Trade.

groups. The documents from the Chambers of Commerce for the first period consist largely of the annual statements of policy, which change little from year to year; those from the railway group are generally statements made before various boards of conciliation and investigation concerning matters in dispute between the companies and unions.

Although management undoubtedly had attitudes and views about labour relations during this early period, it evidently did not feel much need to express them formally through its various associations. The pattern or framework of labour relations had been set by wartime regulations and the Industrial Relations Disputes and Investigation Act of 1948, followed by similar legislation in the provincial jurisdictions. After the wave of strikes in the early post-war years, there was comparatively little labour unrest. The rate of unemployment, even with an expanding labour force, was usually low, as was the time lost through strikes and lockouts (Exhibit 1). Generally, the economy was buoyant and the post-war demand for goods enabled industry to pass along cost increases, including wage increases, to the consumer without a loss of profits or market position. No doubt relationships between the parties were evolving during these eleven years and problems must have arisen. But, in general, it appears that the problems and the climate of economics and relationships were such that management felt no great need to express its thoughts formally, at least

through its associations. An inspection of the final summary sheet for all documents (Exhibit 21) shows the dearth of data for the 1946-56 period.

For this first period, then, the limited data cannot be expected to show clear or definite trends, views, or attitudes, and what data there are will reflect primarily the declarations of only two employer groups.

For the second period, 1957-67, there is a comparative wealth of material from employer associations. During this period some of the provinces reviewed their labour legislation and there were several Royal Commissions appointed, both provincially and federally, to enquire into various labour matters. From the appointment of the Select Committee on Labour Relations of the Ontario Legislature in 1957 to the hearings of the Rand Commission in 1966 and 1967 there were several more or less special occasions for employer groups to submit briefs. A list of Royal Commissions concerned with labour relations since 1945 is shown in Exhibit 22.

Management Attitudes Towards Labour Relations

It has been hypothesized in the introduction that management attitudes towards labour relations would have moved, during the post-war period, from an attitude in the area of opposition to that of acknowledgement of the union

as a power to be recognized. On the Selekman scale this would be expressed as a movement from the conflict - containment section of the continuum to that of power bargaining-accommodation.

Analysis of the attitudes expressed, as measured on the Selekman scale, does not reveal a clear pattern. The curve of the average yearly Selekman model values (Exhibit 10N) from final summary sheet 516 (Table 3 and Exhibit 21) represents management attitudes in general as expressed through all of the documents.

During the 1946-56 period the attitude was higher on the scale than we had assumed it would be. The reasons for this appear to be:

- (1) There are relatively few documents available from the 1946-56 period, since there were few published statements made by most employer associations during it and many of the associations do not retain indefinitely files of such material. These few documents have, therefore, a disproportionate weight in expressing the attitudes of management generally.
- (2) The two organizations which have submitted briefs and published statements for many years, and have retained records of them, are the Canadian Chamber of Commerce and

the Railway Association of Canada. Classed with the Railway Association documents are any documents from the C.N.R. and C.P.R. individually as these two railways are, for all practical purposes, the Association. The attitudes expressed are, therefore, primarily those of these two groups.

It seems reasonable to expect, because they have long been unionized and because many of their officers have risen through the ranks and have been union members themselves, that the railways' attitude, even in 1946, would have been in a position on the Selekman scale somewhere in the accommodation range. In fact, as interpreted from the documents that were collected, their attitude appears to be one of power bargaining throughout the period (Exhibit 10L). There appears to be an explanation for this attitude. Most of the documents from the Railway Association and the railways are briefs to conciliation boards concerning the many major labour disputes of the post-war period. Almost every one is a bulky document presenting, in great detail, the economic justification for the railways' position in the dispute. These published documents, which are our only concern in this study, were coded as expressions of a power bargaining attitude. Even the formal C.N.R. brief to the Freedman Commission was essentially an economic document. Any expressed attitude of accommodation or co-operation

would have been made verbally by the C.N.R. witnesses who appeared before the Commission.

Labour relations policy of the Canadian Chamber of Commerce is published largely through its annual statements of policy, which are discussed and passed by the delegates to the annual conventions. In the 1946-56 period there was little change from year to year in the short policy statement on employer-employee relations. It was very general and expressed an attitude of co-operation in labour relations (Exhibit 10A). During the 1957-67 period the employer-employee relations section of the complete policy statement has expanded considerably and views are now expressed on a variety of subjects within the section. The sharp drop in the attitude scale of the Chamber from 1959 to 1960 seems to follow the sharp rise in percent of working time lost in strikes and lockouts in 1958 and 1959 (Exhibit 1). In the graph for all Chambers of Commerce and Boards of Trade (Exhibit 10K) the sudden dips in the 1946-56 period are caused by the attitude scores for the Toronto Board of Trade (Exhibit 10C).

It is doubtful, therefore, that for this early period the data we have can be taken as truly representative of management's attitude generally. There are no briefs from the Canadian Construction Association, few from the Canadian Manufacturers' Association, and none from other associations

prior to 1957. In a joint brief to the Minister of Labour the Canadian Chamber of Commerce, the Canadian Construction Association, the Canadian Manufacturers' Association, and the Railway Association of Canada call themselves the four major employer associations in Canada (document number 16, page 1). We do not dispute this statement. In the absence of significant data from two of these major associations, and the insufficiency of data from the remaining two, the curve of all attitude scores (Exhibit 10N) for the 1946-56 period does not appear to be representative. However, even if it may not be in reality as high as it appears, it may well be higher than what we had hypothesized.

The Canadian Manufacturers' Association had few published documents prior to 1957 although, since then, it has been very active in submitting briefs to various governments and commissions and in publishing statements of its policies. The pattern that shows is one of containment shifting in recent years towards power bargaining (Exhibit 10H). The sharp break upwards into power bargaining in 1958 may not be truly representative. In that year there were only two documents, one of which, a speech by the president (document 238-H), contained several statements throughout that were coded as being indicative of a co-operative attitude. This numerical weight more than offset the weight of the attitude statements in a major brief (document 70), which ranged from conflict to accommodation. The documents

prior to 1957 which could be coded for attitude were only two, one of one page and the other of two pages. Again the scarcity of documents for the 1946-56 period gives disproportionate weight to the few we do have.

There were no documents available from the construction industry for the 1946-56 period. Twenty-nine documents were received, of which only eight, scattered across the provinces, contained statements that were coded as expressing an attitude on the Selekman scale. The documents dealt chiefly with the many issues and problems in the industry and recommendations concerning them. Like the railways, the construction industry has behind it many decades of dealing with craft unions and its historical attitude probably has been in the power bargaining-accommodation area. The problems of the industry, in such matters as the halting of major construction projects over jurisdictional disputes or by one small craft union, during recent years probably has caused the expressions of containment illustrated by the curve (Exhibit 10G).

The fewer documents from the remaining two of the six major groups, the Miscellaneous Individual Companies and the Miscellaneous Associations and Groups, did not provide sufficient expressions of attitudes to show any trends (Exhibits 10I-J).

For the 1957-67 period, the trend line for all

organizations and groups, as shown by the regression line $Y = 3.9 + .04X$ (Exhibit 10N), does appear to be as hypothesized. The curve appears to follow roughly the trend in unemployment (Exhibit 1); that is, it appears that as unemployment rises there is less labour unrest or militancy and management adopts a "softer" attitude; as unemployment drops time lost in strikes and lockouts increases and management takes a "harder" line in the face of union militancy.

Issues Expressed By Management

A quantitative evaluation of the many issues coded was made as outlined in the section concerning methodology, and the most numerous were grouped into six major or key issue categories. Table 6 below, which is a repetition of Table 4, lists the major issues.

Table 6

Major Issues

Abbreviated titles to be used for reference are shown in brackets.

- A. Union power and irresponsibility; legal protection to unions. (Union power)
- B. Right to bargain collectively; minimum government interference; public interest in labour disputes. (Government regulation).
- C. Management rights; right to work; all individual and group rights. (Management rights).
- D. Economic issues. (Economics).

- E. Power of boards and courts; judicial review; certification procedures. (Boards and courts).
- F. Construction industry problems (Construction problems).

As would be expected from the distribution of the documents shown in Exhibit 23, the issues are expressed most strongly in the last half of the 22 year period under study, and particularly in two shorter periods; namely, 1957-62 and 1966-67. Such hearings as the Select Committee of the Ontario Legislature and the Goldenberg Commission concerning the construction industry brought forth many employer association briefs from 1957 to 1962 while increased union militancy and resistance to the injunction, the Freedman Commission report, and the appointment of the Rand Commission in Ontario similarly resulted in increased employer activity in the form of published statements in 1966 and 1967.

Those major issues having the greatest weight numerically blend into one broad issue that pervades virtually all of the documents; namely that of management's general and historic rights, the erosion of these rights, the past, present, and future growth of union power, and the power of government appointed boards and tribunals. The major issues of union power, management rights, and boards and courts, the ones encompassed by the preceeding sentence, account for by far the majority of issues mentioned in all of the documents coded and are expressed most strongly in the

1957-62 and 1966-67 periods. Economics is the only other issue with significant weight when all of the association groups are considered. Government regulation and construction problems are not significant in the total for all association groups.

The issue of government regulation has been raised almost entirely by the Canadian Manufacturers' Association and the Chambers of Commerce in the 1957-67 period (Exhibits 14B, 15C,E). With the quantitative method of evaluation that has been used, this issue appears to be of secondary significance even to these two association groups. However, it does bear a relationship to the three most significant issues of union power, management rights, and boards and courts, in that a concern with the right to bargain collectively and with minimum government regulation and interference in labour relations is, as well, a concern with the preservation and protection of management rights.

As would be expected, the issue of construction problems has been raised almost entirely by the Construction Associations group (Exhibits 14F, 15B) but even here it is secondary to the combination of union power and management rights.

The issue of economics, concerned with wages, hours of work, productivity, and the like, is confined largely to the Chambers of Commerce and railway groups with some men-

tion by the Canadian Manufacturers' Association (Exhibits 14D; 15C,E,F). It appears to be the major issue with the railway group. This impression may be misleading for the reasons given previously in the sections concerning methodology (p.6) and analysis of attitudes (p. 20); that is, the nature of most of the documents published by the railway group.

Union power is by far the dominant issue for all association groups (Exhibit 15A). It is the major one with the Construction Associations, the Canadian Manufacturers' Association, and Motor Transport and Miscellaneous Associations (Exhibits 14A; 15B,C,G) and shares dominance with the management rights issue with the Chambers of Commerce (Exhibit 15E). In 1967 the emphasis on union power as a key issue is particularly marked on the part of the Canadian Manufacturers' Association, the Chambers of Commerce, and the Motor Transport and Miscellaneous Associations (Exhibit 14A).

Second in overall significance is the management rights issue (Exhibit 15A). It is given particular emphasis by the Chambers of Commerce (Exhibits 14C, 15E) but is relatively strong also in the Construction Associations, the Canadian Manufacturers' Association, the Railway Group, and the Motor Transport and Miscellaneous Associations (Exhibits 14C; 15B,C, F,G).

The overall significance of the boards and courts

issue is the result of the particular emphasis given to it by the Chambers of Commerce (Exhibits 14E; 15A,E).

Analysis of these major issue categories brings forth the impression that management sees as the broad issue the retention of the status quo in union-management relations; that is, with no additional privileges or power to accrue to unions and with minimum government involvement. Throughout the documents management expresses concern over such matters as the economic strength of unions, the legal protection given to unions, the action sometimes taken by union members that is outside the letter or the spirit of the law, and so on. It expresses a belief in the adversary concept of collective bargaining and the freedom of both sides to wield the ultimate economic weapons of strike and lockout. Government involvement is considered a key issue and government interference unwarranted except where the public interest is seriously affected by a labour dispute. Labour's fight against injunctions in recent years is seen as an issue, as are the slow and cumbersome procedures of enforcement of existing law concerning labour disputes. Management has fears of being bound by decisions of administrative tribunals and lower courts and sees judicial review of all decisions as an issue. The economic issues are to be expected, given the nature of the collective bargaining process in North America. Basically, management sees all such changes as higher wage rates, a shorter work week,

longer vacation periods, and so on, which increase the cost of labour, as being issues of productivity where changes should not be made unless there are corresponding increases in output per unit of labour.

The documents from the construction industry employers placed emphasis on the problems and issues peculiar to this particular industry, which place it almost outside the mainstream of industrial labour-management relations. However, the other major issue categories are also common to the construction industry.

The broad issue seen by management, then, as expressed through the published views of employer associations, is that of the retention of historic employer and individual rights and prerogatives, in the face of significant and growing union strength. With their strength, unions have eliminated or lessened and continue to challenge many of these rights and prerogatives, sometimes through illegal as well as legal means.

Recommendations Made by Management

Table 7 below, a repetition of Table 5, sets out the major recommendations that were made in the documents. As a result of the distribution of the documents the recommendations, as were the issues, are concentrated in the 1957-67 period, with emphasis on 1957-62 and 1966-67.

Table 7

Major Recommendations

Abbreviated titles to be used for reference are shown in brackets.

- A. Restrictions on union action and freedom; reduction in "union security"; preservation of management, group, and individual rights; freedom of expression for employers. (Restrain unions).
- B. Minimum government regulation and interference except in public interest; judicial review of decisions and right of appeal. (Minimum regulation).
- C. Special provisions for construction industry. (Construction provisions).
- D. Judges as arbitrators and conciliators. (Use judges).

On the whole there are really only two major recommendation categories; namely, restrain unions and minimum regulations (Exhibit 20A). As would be expected, the major recommendation of construction provisions has been put forth primarily by the construction associations (Exhibits 19C; 20A,B). The recommendation to use judges was given significant mention only by the Chambers of Commerce, and then only marginally (Exhibits 17E, 20E). It did not have sufficient mention to appear as a recommendation for all of the association groups (Exhibits 17A, 20A).

Restrain unions was overwhelmingly the most significant major recommendation for all of the association

groups except the railway group (Exhibits 19A,20A-G).

The recommendation for minimum regulation appeared in all of the association groups except miscellaneous companies (Exhibit 19B). It was of major significance with the Chambers of Commerce and railway groups (Exhibits 20E, F) and to a lesser extent with the Canadian Manufacturers' Association (Exhibit 20C).

Analysis of the major recommendation categories shows that, as would be expected, the recommendations flow from the issues. As the broad issue appears to be loss of employer rights and increasing union strength, the broad recommendation is to circumscribe unions and their activities largely through legislation. Virtually all of the recommendations provide for preservation of the status quo for making union activities more difficult. Employers wish to have a minimum of government regulation and interference in labour relations, except in the public interest.

General

We have taken three measures for analysis which, in reality, are closely interrelated. Attitudes will affect what management sees as issues and the issues seen will affect the recommendations made. Issues and recommendations expressed will, in turn, reflect underlying attitudes. What we have from the analysis, then, are three measures or expressions of how management feels about labour relations.

Analysis of the attitudes, the issues, and the recommendations expressed by management, drawn from a broad sampling of the published statements of employer associations concerning labour relations over the post-war period, leads to the conclusion that management has not yet fully accepted the trade union as a fact of life in our society. Management does not appear to accept the trade union as an equal with whom it must or should deal, nor does it recognize the trade union as more or less of an equal partner in achieving the goals of our society.

The trend shown by the regression line in the attitude scale from 1957 to 1967 (Exhibit 10N) illustrates that management attitudes have moved from left to right on the scale, from the area of containment to that of power bargaining. The material in the documents leads to the conclusion that, although there has been movement into the power bargaining area, a desire for containment still exists. Indeed, an impression emerges that management has some desire to be unfettered by trade unions or governments. An impression also emerges that it does recognize that whatever legislation we have today must, by and large, reflect the needs, desires, and values of our society that have evolved throughout Canada's history.

Management attitudes appear to be oriented towards a holding of the line, a return towards the old order, a

circumscription of unions and their activities, and a rejection of the union as an existing and increasing fact of life. Management appears to believe that, on the whole, the relationships that have evolved thus far are the ultimate ones. Rather than seek new relationships it seeks to strengthen the boundaries of the old where unions or governments test them. In many of their published statements, employer associations, while sincerely seeking to protect their own interests and also those of our Canadian economy in general, give the impression that they are opposed to any change that, as they perceive it, may have an adverse effect on their particular interests although it may be change that is desired by or acceptable to a majority in our society.

Particularly through the Canadian Manufacturers' Association and the Chambers of Commerce statements, management expresses a concern over government involvement in and regulation of labour-management relations. The impression is given that it feels that government has less concern for the well being of the business community than for that of other segments of society.

A common thread runs through many of the employer association briefs that indicates a considerable amount of interaction and common membership. Indeed, the Canadian Chamber of Commerce, the Canadian Construction Association,

the Canadian Manufacturers' Association, and the Railway Association of Canada submitted a joint brief to the Minister of Labour in 1966, concerning the implications of the Freedman report.

Many employer associations do not submit briefs or publish statements concerning labour relations. As associations many of them have no concern with labour relations at all, being interested rather in other more specialized industry problems such as tariffs. For instance, organizations such as the Rubber Association of Canada, the Canadian Pulp and Paper Association, the Automotive Parts Manufacturers' Association, and the Primary Textiles Institute do not make industry presentations concerning labour relations. Many of their members belong to the Canadian Manufacturers' Association or the Canadian Chamber of Commerce, or both, and publicly express their views on labour relations through these organizations.

CONCLUSIONS

As stated at the outset, the purpose of the study is to determine, to the extent possible, the attitudes of management towards labour relations as expressed publicly through employer associations, to draw what conclusions we can from the statements, and to examine the role of the associations in labour relations. We hypothesized that a movement in the attitude of management from antagonism to-

wards acceptance of unions would be shown. We further hypothesized that, by their nature, associations would not be fully representative of all their membership and that they would not be a vehicle for the expression of significant new ideas.

Our measures, of necessity, have been broad ones. They have been in the nature of a yardstick rather than a micrometer, but, nevertheless, they have given us some insight.

Our first hypothesis has been sustained in part. While no firm conclusions can be drawn from the limited data we have from the 1946-56 period, the change in attitude in the 1957-67 period, as measured on the Selekman scale, was what we had postulated. There has been a movement from the area of containment into that of power bargaining. The reasons for the movement are not evident from the particular material we have.

Our second hypothesis has not been so clearly sustained. We cannot say, as a result of this study, that employer association statements do not fully represent the diverse views that exist amongst their members. It remains an intuitive conclusion, based on the democratic structure of the associations. We can, however, say that association statements are not vehicles for the initiation of significant change or the presentation of creative new

approaches to labour relations problems. The issues and recommendations expressed have remained consistent over the 1957-67 period covered by most of the documents. This consistency of expression leads to the conclusion that association statements do not have significant effects on legislation and long run union-management relationships.

Employer association briefs and statements on labour relations tend to occur when investigations and inquiries are being made, such as Royal Commissions, or when legislative changes are being contemplated. Thus, it appears that statements usually are made when they are requested, implicitly as well as explicitly, a process of reaction rather than proaction. From the data we have, it appears that associations are structured to preserve what management currently has rather than to create fundamental change.

PART II

EXHIBITS

EXHIBIT 1

Sources: Canada Year Book
Labour Gazette

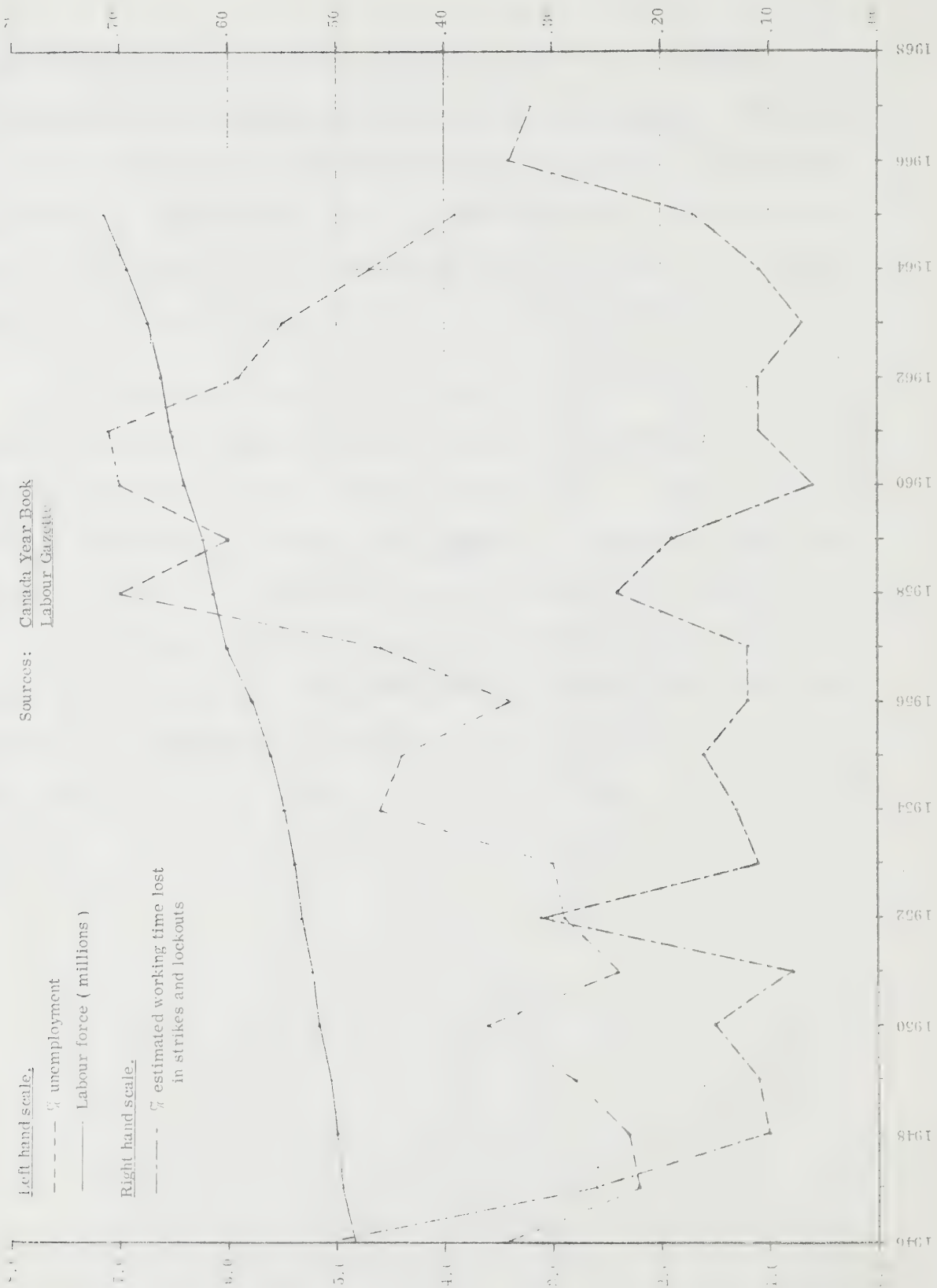


EXHIBIT 2

List of Organizations with which Contact was Made

Air Industries Association of Canada
Alberta Chamber of Commerce
Automotive Parts Manufacturers' Association
British Columbia Chamber of Commerce
Burns Foods Limited
Canadian Construction Association
Canadian Daily Newspaper Publishers Association
Canadian Electrical Manufacturers' Association
Canadian National Railways
Canadian Pacific Railway Company
Canadian Pulp and Paper Association
Department of Labour, British Columbia
Department of Labour, Manitoba
Department of Labour, Ontario
Department of Labour, Ottawa
Department of Labour, Saskatchewan
Metropolitan Hamilton House Builders' Association
Motor Transport Industrial Relations Bureau of Ontario
Motor Vehicle Manufacturers' Association
Ontario Chamber of Commerce
Ontario Federation of Construction Associations
Ontario General Contractors' Association
Ontario Hydro
Ontario Road Builders' Association
Potash Company of America
The Board of Trade of Metropolitan Toronto
The Canadian Chamber of Commerce
The Canadian Manufacturers' Association
The Railway Association of Canada
The Rubber Association of Canada
The Saskatchewan Chamber of Commerce
The Winnipeg Chamber of Commerce
Toronto Metropolitan Home Builders' Association
Vancouver Board of Trade.

EXHIBIT 3

List of Documents Numbered Serially

Title of DocumentOrganizationDateNumber

1. April 7, 1958 Canadian Manufacturers' Association Submission of the C.M.A. to Hon. Michael Starr, Minister of Labour, on the Industrial Relations Disputes and Investigation Act.
2. Sept. 1957 " " Submission of the C.M.A. to the Government of Canada regarding various matters of importance to manufacturers.
3. October 25, 1962 " " Submission to the P.C. Division, the C.M.A., with respect to proposed changes to the Labour Relations Act to the Premier and members of the Executive Council, Province of British Columbia
4. November 16, 1961 " " Submission of Industrial Relations Committee, B.C. Division, C.M.A. to the Premier and Members of the Executive Council Province of British Columbia concerning the British Columbia Labour Relations Act.
5. December 15, 1960 " " " " " "
6. January 21, 1960 " " " " " "
7. May 30, 1967 " " The President's Address--H.W. Joly--to the 96th annual general meeting, the C.M.A.
8. November 27, 1958 " " Submission of the C.M.A. to the Hon. E. Davie Fulton, C.C., Federal Minister of Justice, on secondary boycotts, picketing and judges in conciliation and arbitration.
9. August 23, 1966 " " Submission to the Board of Industrial Relations by the B.C. Division of the C.M.A. with respect to male and female minimum wage order No. 25.
10. May 24, 1966 " " Submission to the Board of Industrial Relations by the B.C. Division of the C.M.A. with respect to section 10A of the Annual and General Holidays Act.
11. December 3, 1964 " " Submission to the B.C. Division, the C.M.A., to the Government of the Province of B.C.
12. September 28, 1962 " " Submission of the Ontario Division, the C.M.A., to Mr. E. H. Silk, O.C., Chairman and Member of the Attorney-General of Ontario's Committee on Labour Arbitration concerning the process of labour arbitration in Ontario

<u>Number</u>	<u>Date</u>	<u>Organization</u>	<u>Title of Document</u>
13.	October 13, 1964	Canadian Manufacturers' Association	Submission of the Executive V.P. and Gen. Mgr., the C.M.A., to the Hon. Allan J. McEachen, Minister of Labour, concerning the Canada Labour (Standards) Code.
14.	December 1964	"	Submission of the C.M.A. to the Joint Committee of the Senate and House of Commons appointed to consider Bill C-136, the Canada Pension Plan.
15.	December 20, 1962	"	Submission of the Ontario Division, the C.M.A. to Professor Bora Laskin, O.C., enquiring into the Scope and Operation of the Industrial Standards Act.
16.	June 27, 1966	The Canadian Chamber of Commerce Canadian Construction Association The Canadian Manufacturers' Association The Railway Association of Canada	Submission to the Minister of Labour, Ottawa, by the Can. C. of C., Can. Const. Assoc., The C.M.A., The Railway Assoc. of Can., on possible labour relations legislation in respect of the introduction of technological change.
17.	August 26, 1966	Canadian Manufacturers' Association	Submission of the N.P. Branch, the C.M.A., to the Select Committee of the Legislature (New Brunswick) on the Labour Relations Act.
18.	November 3, 1966	"	Statement of the B.C. Division, the C.M.A., to the Hon. W.A.C. Bennett, Premier of the Province of B.C., on the subject of injunctions in labour disputes.
19.	January 23, 1967	"	Submission of the B.C. Division, the C.M.A., to the Industrial Enquiry Commission investigating the dispute in B.C. ports which commenced November 17, 1966.
20.	October 1964	"	Submission of the Alberta Division, the C.M.A. to the Board of Industrial Relations, Government of the Province of Alberta, regarding "Work Practices Legislation".
21.	January 30, 1964	"	Submission of the Ont. Division, the C.M.A., to His Honour, Judge Colin E. Bennett, and members of the Commission enquiring into the question of Arbitration in respect to Labour Disputes in Hospitals.
22.	November 25, 1963	"	Submission of the Alberta Division, the C.M.A., to the Hon. R. Reierson, Minister of Labour, Government of the Province of Alberta, on proposed changes in the Alberta Labour Act.

<u>Number</u>	<u>Date</u>	<u>Organization</u>	<u>Title of Document</u>
23.	April 1967	Canadian Manufacturers' Association	Submission of the C.M.A., Alberta Division, to the Board of Industrial Relations, Government of the Province of Alberta, on minimum wages, hours of work, vacations with pay, general holidays, conditions of employment.
24.	December 23, 1966	"	Letter from Exec. V.P. and Gen. Mgr., the C.M.A., to Mr. J. T. Richard, MP, Joint Chairman of the Special Joint Committee of the Senate and of the House of Commons on Employer-Employee Relations in the Public Service of Canada.
25.	1955	"	A Statement on Industrial Relations.
26.	1966	"	Industrial Relations, C.M.A. Policy.
27.	November 1960	Winnipeg Builders Exchange	Submission to the Brandon Packers Strike Commission.
28.	April 1962	"	Submission to the Industrial Relations Committee of the Province of Manitoba.
29.	November 10, 1959	"	Submission to the Premier and Cabinet Ministers of the Province of Manitoba.
30.	September 5, 1958	The Building and Construction Industries Exchange of B.C.	Submission to the Hon. Lyle Wicks, Minister of Labour, Victoria, B.C.
31.	February 13, 1963	Ontario Federation of Construction Associations	Submission of the Ont. Fed. of Const. Assoc. to the Hon. H. Leslie Rowntree, Q.C., Minister of Labour, on Labour Legislation.
32.	February 13, 1959	Special Industrial Relations Committee for the Construction Industry of Ontario	Letter to members presenting the committee's observations and suggestions with respect to the report of the Select Committee on Labour Relations of the Ontario Legislation.
33.	September 1957	Construction Associations	Opinions and Recommendations relative to the Ontario Labour Relations Act in its application to the construction industry as submitted by the Canadian Construction Association, the Ontario General Contractors' Association and the Toronto Builders' Exchange to a Select Committee on Labour Relations of the Legislature Assembly of Ontario
34.	November 13, 1959	Pipeline Contractors Association of Canada	A submission to the Hon. R. Reiersen, Minister of Labour, by the Pipeline Contractors Assoc. of Canada, on the Alberta Labour Act.

Title of DocumentOrganizationDateNumber

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| 35. | August 18, 1966 | Council of the New Brunswick Const. Associations | Submission to the Select Committee of the Legislature Assembly of N.B. concerning the Labour Relations Act. |
| 36. | 1965 | Saskatchewan Construction Association | Brief re the Trade Union Act to the Labour Management Legislative Review Committee, Regina |
| 37. | November 17, 1966 | " " | Submission to the Saskatchewan Government. |
| 38. | Circa 1959 | P.C. Heavy Construction Association | Opinions and recommendations of the Heavy Const. Assoc. of B.C., relative to labour legislation in the Province of B.C., to the Premier and Members of the P.C. Cabinet. |
| 39. | December 1, 1960 | B.C. Federation of Construction Associations | Brief presented to the Hon. the Premier of the Province of B.C. and Members of the Executive Council by the B.C. Federation of Construction Associations. |
| 40. | November 18, 1959 | Industrial Contractors Association of Canada | Submission to the Hon. Mr. R. Peierson, Minister of Labour, Government of Alberta, by the Industrial Contractors Association of Canada, November 18, 1959, on the Alberta Labour Act. |
| 41. | November 16, 1959 | Alberta Builders Exchange Council | Submission to the Hon. R. Peierson, Minister of Labour, concerning the Alberta Labour Act. |
| 42. | September 1962 | Canadian Construction Association | Submission by the C.C.A. to the Ontario Committee on Labour Arbitration. |
| 43. | October 22, 1958 | Construction Associations of New Brunswick | Brief on labour relations submitted by the construction association of N.B. to the Premier and Members of the N.B. Government. |
| 44. | May, 1960 | The Halifax Construction Association | Submission to Royal Commission Trade Union Act Enquiry - Province of Nova Scotia. |
| 45. | November 25, 1963 | The Alberta Builders Exchange Council | A submission to the Hon. Minister of Labour on the occasion of a specially called conference of labour and management to consider the provisions of the Alberta Labour Act. |

<u>Number</u>	<u>Date</u>	<u>Organization</u>	<u>Title of Document</u>
46.	March 10, 1967	The Board of Trade of Metropolitan Toronto	Submission to the Hon. Ivan C. Rand, Commissioner, Royal Commission Inquiry into Labour Disputes.
47.	February 19, 1964	"	Submission to the Hon. H. L. Rowntree, O.C., Minister of Labour for the Province of Ontario concerning Ontario Bill #6--An Act to Amend the Hours of Work and Vacations with Pay Act.
48.	June 12, 1958	"	Submission to the Hon. Michael Starr, Minister of Labour for Canada, concerning the Industrial Relations Disputes and Investigation Act.
49.	February 1951	"	Submission to the Hon. Leslie Frost, K.C., Premier and Members of the Executive Council of Ontario concerning the Ontario Labour Relations Act.
50.	January 1958	"	Brief submitted to the Select Committee on Labour Relations of the Ontario Legislature.
51.	January 31, 1958	"	Supplementary material filed with the Select Committee on Labour Relations of the Ontario Legislature at time of presentation of the brief.
52.	April 5, 1966	"	Submission to the Hon. H. L. Rowntree, O.C., Minister of Labour for Ontario, concerning Bill No. 75--An Act to Amend the Hours of Work and Vacations with Pay Act.
53.	March 11, 1965	"	Submission to the Hon. H. L. Rowntree, O.C., Minister of Labour, concerning Ontario Bills Nos. 10 and 11--Amending the Hours of Work and Vacations with Pay Act.
54.	September 13, 1962	"	Submission to Eric H. Silk, Esq., O.C., Chairman, and Members of the Committee on the Process of Labour Arbitration in Ontario.
55.	February 1952	"	Submission to the Hon. L.M. Frost, K.C., L.D., D.C.L., Premier of Ontario, concerning lockouts and strikes in the public service.

<u>Number</u>	<u>Date</u>	<u>Organization</u>	<u>Title of Document</u>
56.	May 6, 1948	The Board of Trade of Metropolitan of Toronto	Submission to the Hon. Humphrey Mitchell, Minister of Labour, Ottawa, concerning House of Commons Bill No. 195--An Act to provide for the Investigation, Conciliation and Settlement of Industrial Disputes.
57.	February 18, 1954	"	Submission to the Hon. Charles Daley, Minister of Labour, Parliament Buildings, Toronto, concerning the Labour Relations Act, 1950.
58.	July 3, 1947	"	Submission to Maurice Lalonde, Esq., MP, chairman, and members of the House of Commons Industrial Relations Committee, Ottawa, concerning House of Commons Bill No. 338-- An Act to provide for the Investigation, Conciliation, and Settlement of Industrial Disputes.
59.	March 4, 1966	"	Submission to the Hon. H. Leslie Rowntree, O.C., Minister of Labour, Toronto, concerning Bill No. 35--Age Discrimination Act, 1966.
60.	November 12, 1964	"	Submission to the Hon. Allan J. McEachen, Minister of Labour, Ottawa, concerning Bill C-136, the Canada Labour (Standards) Code.
61.	January 16, 1964	"	Submission to His Honour Judge Colin E. Bennett (Chairman) and Members of the Commission on Compulsory Arbitration of Hospital Collective Bargaining Disputes.
62.	May 7, 1953	"	Submission to the Hon. Milton Gregg, V.C., Minister of Labour, Ottawa, concerning House of Commons Bill No. 100-- The Canada Fair Employment Penalties Act.
63.	March 23, 1967	"	Submission to the Hon. Lucien Cardin, Minister of Justice and Attorney General and the Hon. John R. Nicholson, Minister of Labour, concerning Bill C-267 and Services of Members of Judiciary on Arbitration Boards in Labour Matters.
64.	December 13, 1962	"	Submission to Professor Bora Laskin, O.C., c/o Department of Labour, Toronto, concerning the Inquiry into the Scope and Operation of the Industrial Standards Act.

<u>Number</u>	<u>Date</u>	<u>Organization</u>	<u>Title of Document</u>
65.	April 15, 1965	The Board of Trade of Metropolitan of Toronto	Submission to the Hon. James C. McPuer, LL.D., Commissioner, Royal Commission Inquiry into Civil Rights, Parliament Buildings, Toronto.
66.	April 15, 1965	"	Summary of Proposals in Brief dated April 15, 1965, submitted to the Royal Commission Inquiry into Civil Rights.
67.	April 15, 1965	"	Civil Rights Brief, Appendix "A", Judicial Review of Labour Relations Board Decisions and Proceedings 1944-64.
68.	April 15, 1965	"	Civil Rights Brief, Appendix "B", Judicial Review of Labour Arbitration Board Decisions and Proceedings 1944-64.
69.	January 1967	The Canadian Manufacturers' Association	Submission of the Ontario Division, the C.M.A., to the Hon. Ivan C. Rand, Commissioner, Royal Commission Inquiry into Labour Disputes.
70.	October 29, 1957	"	Submission of the Ontario Division, the C.M.A., to the Select Committee on Labour Relations of the Ontario Legislature.
71.	September 30, 1957	Ontario Hotel Association	Submission to the Select Committee on Labour Relations of the Ontario Legislature.
72.	October 23, 1957	Ontario Hospital Association	"
73.	August 29, 1957 & October 9, 1957	Ontario Mining Association	"
74.	October 10, 1957	Canadian Automobile Chamber of Commerce	"
75.	November 1, 1957	A Group of Ontario Daily Newspaper Publishers	"
76.	May, 1958	London Free Press Printing Company	"
77.	January 24, 1958	Toronto Automobile Dealers Association	"
78.	November 28, 1957	Primary Textiles Institute	"

Title of DocumentOrganizationDateNumber

79.	January 22, 1958	International Nickel Company of Canada	Submission to the Select Committee on Labour Relations of the Ontario Legislature.	"
80.	November 1957	Ontario Forest Industries Association	"	"
81.	1957	Automobile Dealer Associations of Ontario	"	"
82.	January 1958	The Aggregate Producers Association of Ontario	"	"
83.	November 28, 1957	Ontario Chamber of Commerce	"	"
84.	November 28, 1957	Group of Windsor Automotive Parts Manufacturers	"	"
85.	September 17, 1957	Manufacturers of London and District	"	"
86.	January 29, 1963	The Industrial Contractors' Association of Canada	Submission to Industrial Standards Act Inquiry, Bora Laskin, Q.C., Chairman.	"
87.	January 24, 1963	The Toronto Construction Association	"	"
88.	November 30, 1962	Canadian Electrical Manufacturers' Association	"	"
89.	December 20, 1962	Sarnia Industries	"	"
90.	October 6, 1961	Ontario Road Builders' Association	Submission to the Royal Commission on the Construction Industry in Ontario, H. Carl Goldenberg, Chairman.	"
91	September 15, 1961	Toronto Metropolitan Home Builders' Association.	"	"
92	August 30, 1961	The Canadian Association of Painting and Decorating Contractors	"	"

93	October 1961	Ontario Federation of Construction Associations.	Submission to the Royal Commission on the Construction Industry in Ontario, H. Carl Goldenberg, Chairman.	
94	March 9, 1967	London Chamber of Commerce	Submission to Royal Commission Inquiry into Labour Disputes, Hon. Ivan C. Rand, Commissioner.	
95	January 1967	Canadian Electrical Manufacturers' Association	"	"
96	1967	H.E.P.C. of Ontario	"	"
97	January 13, 1967	Ontario Chamber of Commerce	"	"
98	1966	"	Policy Statement 1966-67	
99	1965	"	"	1965-66
100	1964	"	"	1964-65
101	1963	"	"	1963-64
102	1962	"	"	1962-63
103	1961	"	"	1961-62
104	1960	"	"	1960-61
105	1959	"	"	1959-60
106	1958	"	"	1958-59
107	1957	"	"	1957-58
108	1956	"	"	
109	1955	"	"	
110	1954	"	"	
111	January 11, 1963	The Railway Association of Canada	Submission to the Minister of Labour, Ottawa, regarding Bill C-126	

Title of DocumentOrganizationDateNumber

112	March 4, 1965	The Railway Association of Canada	Submission to the Senate Banking and Commerce Committee regarding Bill C-126. (Same as 111 above)
113	July 8, 1963	"	Submission to the Minister of Labour, Ottawa, regarding Bill C-2.
114	July 8, 1963	"	Submission to the Minister of Labour, Ottawa, regarding Bill C-28.
115	July 5, 1963	"	Submission to the Minister of Labour, Ottawa, regarding Bill C-20.
116	July 5, 1963	"	Submission regarding Bill C-58.
117	January 28, 1963	"	Submission regarding Bill C-25.
118	December 14, 1962	"	Submission to the Minister of Labour, Ottawa, regarding Bill C-61.
119	December 12, 1962	"	Submission to the Minister of Labour, the Minister of Transport, the Minister of National Health and Welfare, regarding Bill C-70.
120	February 16, 1961	"	Submission to the Senate Special Committee on manpower and employment.
121	February 16, 1961	"	Exhibits of submission to the Senate Special Committee on Manpower and Employment.
122	November 1, 1962	"	Submission regarding Section 182 of the Railway Act.
123	July 5, 1963	"	Submission to the Minister of Labour, Ottawa, regarding Bill C-15.
124	October 25, 1963	"	Submission to the Standing Committee on Railways, Canals and Telegraph Lines on Bill C-15.
125	September 30, 1959	"	Submission to the Hon. Michael Starr, Minister of Labour, on the Industrial Relations and Disputes Investigation Act.

<u>Number</u>	<u>Date</u>	<u>Organization</u>	<u>Title of Document</u>
126	1961	Canadian Pacific Railway	Statement of the C.P.R. before Board of Conciliation and Investigation regarding the 1961 case with the Brotherhood of Locomotive Engineers.
127	1961	"	Rebuttal Statement of the C.P.R. before Board of Conciliation and Investigation regarding the 1961 case with the Brotherhood of Locomotive Engineers.
128	1956	"	Statement of the C.P.R. before Board of Conciliation and Investigation considering request served on February 1, 1955 by the Brotherhood of Railroad Trainmen, requesting Conductors, brakemen, and yardmen for a wage increase of 30 percent and other changes, and a request by the C.P.R. for certain rules changes.
129	1961	"	Statement of the C.P.R. before Board of Conciliation and Investigation regarding the 1961 case with the Brotherhood of Railroad Trainmen.
130	1961	"	Appendices to the statement of the C.P.R. before Board of Conciliation and Investigation regarding the 1961 case with the Brotherhood of Railroad Trainmen.
131	1961	"	Statement of the C.P.R. before Board of Conciliation and Investigation regarding the 1961 case with the Brotherhood of Locomotive Firemen and Engineers.
132	1961	"	Rebuttal statement of C.P.R. before Board of Conciliation and Investigation regarding the 1961 case with the Brotherhood of Locomotive Firemen and Engineers.
133	1961	"	Rebuttal statement No. 2 of C.P.R. before Board of Conciliation and Investigation regarding the 1961 case with the Brotherhood of Locomotive Firemen and Engineers.
134	1958	"	Statement of the C.P.R. before Board of Conciliation and Investigation regarding 1958 case with the Brotherhood of Railroad Trainmen.

<u>Number</u>	<u>Date</u>	<u>Organization</u>	<u>Title of Document</u>
135	July, 1966	Canadian Pacific Railway	Board of Conciliation and Investigation considering the matters in dispute arising out of the requests served on November 2, 1965, by the Brotherhood of Railroad Trainmen--Submission of C.P.R. regarding the Brotherhood's requests.
136	November, 1954	" "	Statement of C.P.R. before Board of Conciliation regarding Bay of Fundy service.
137	October, 1954	British Columbia Coast Steamship Service (C.P.R.), Canadian National Steamship Company, Union Steamships Limited	Statement submitted to Board of Conciliation and Investigation on behalf of the B.C. Coast Steamship Service (C.P.R.), Canadian National Steamship Company Limited and the Union Steamships Limited in connection with dispute with the Seafarer's International Union of North America concerning wages and overtime rates and stand-by rate for Union Steamships' employees.
138	1953	Canadian Pacific Railway	C.P.R.'s wage submission and rebuttals before Board of Conciliation hearing case concerning Conductors, Baggage-men, Trainmen, Yardmen, and Switchtenders, and Yardmasters.
139	1954	Railway Association of Canada	Statement submitted by the R.A.C. to Board of Conciliation and Investigation considering a dispute between the Brotherhood of Maintenance of Way Employees and the R.A.C. concerning extra gang labourers.
140	July, 1961	Canadian National Railways	Brief I of C.N.R. in the matter of a Board of Conciliation established in reference to a dispute between the C.N.R. and the Brotherhood of Locomotive Engineers.
141	September, 1961	" "	Brief II of C.N.R. in the matter of a Board of Conciliation established in reference to a dispute between the C.N.R. and the Brotherhood of Locomotive Firemen and Engineers.
142	August, 1958	" "	Brief II of C.N.R. in the matter of a Board of Conciliation established in reference to a dispute between the C.N.R. and the Brotherhood of Locomotive Firemen and Engineers

<u>Number</u>	<u>Date</u>	<u>Organization</u>	<u>Title of Document</u>
143	June, 1966	Canadian Pacific Railway	Statement of evidence to be given by Keith Campbell, witness called by the C.P.R. before Board of Conciliation and investigation considering the matters in dispute arising out of the requests served on November 15, 1965, by the Railway Employee's Department Division No. 4.
144	June, 1966	"	Statement of evidence to be given by J.C. Anderson, witness called by the C.P.R. before Board of Conciliation and investigation considering the matters in dispute arising out of the requests served on November 15, 1965, by the non-operating railway employees.
145	June 1966	"	Statement of evidence to be given by Keith Campbell, witness called by the C.P.R. before Board of Conciliation and investigation considering the matters in dispute arising out of the requests served on November 15, 1965 by the non-operating railway employees.
146	June, 1966	"	Statement of evidence to be given by S. M. Gossage, witness called by the C.P.R. before Board of Conciliation and investigation considering the matters in dispute arising out of the requests served on November 15, 1965, by the non-operating railway employees.
147	April, 1964	"	Statement of evidence to be given by Keith Campbell, witness called by the C.P.R., before Board of Conciliation and investigation considering the matters in dispute arising out of the requests served on November 1, 1963 and January 17, 1964, by the non-operating railway employees and on November 26, 1963 by the railway companies.
148	April, 1964	"	Statement of evidence to be given by R.A. Emerson, witness called by the C.P.R., before Board of conciliation and investigation considering the matter in dispute arising out of the requests served on November 1, 1963, and January 17, 1964, by the non-operating railway employees and on November 26, 1963, by the railway companies.

Title of DocumentOrganizationDateNumber

149	July, 1962	Canadian Pacific Railway	Statement of evidence to be given by S.M. Gossage, witness called by the C.P.R., before Board of Conciliation and Investigation, considering the matter in dispute arising out of the requests served on December 20, 1961 by the non-operating railway employees.
150	July, 1962	"	Statement of evidence to be given by R.A. Emerson, witness called by the C.P.R., before Board of Conciliation and Investigation considering the matters in dispute arising out of the requests served on December 20, 1961, by the non-operating railway employees.
151	July, 1962	"	Statement of evidence to be given by K. Campbell, witness called by the C.P.R., before Board of Conciliation and Investigation considering the matters in dispute arising out of the requests served on December 20, 1961, by the non-operating railway employees.
152	February 8, 1962	The Canadian Chamber of Commerce	Brief to the Hon. Davie Fulton, Minister of Justice and Attorney General, concerning Bill C-36, formerly Bill C-70.
153	December 14, 1960	"	Submission to the Senate Special Committee on Manpower and Employment.
154	January 15, 1958	"	Brief to the Hon. Hon. Michael Starr, Minister of Labour, Ottawa, concerning Industrial Relations and Disputes Investigation Act.
155	1947	"	1947-48 Policy Declarations concerning employer-employee relations.
156	1948	"	1948-49 "
157	1949	"	1949-50 "
158	1950	"	1950-51 "

Title of DocumentOrganizationDateNumber

159	1951	The Canadian Chamber of Commerce	1951-52 Policy Declarations concerning employer-employee relations.	
160	1952	"	1952-53 "	"
161	1953	"	1953-54 "	"
162	1954	"	1954-55 "	"
163	1955	"	1955-56 "	"
164	1956	"	1956-57 "	"
165	1957	"	1957-58 "	"
166	1958	"	1958-59 "	"
167	1959	"	1959-60 "	"
168	1960	"	1960-61 "	"
169	1961	"	1961-62 "	"
170	1962	"	1962-63 "	"
171	1963	"	1963-64 Statement of policy concerning employer-employee relations.	
172	1964	"	1964-65 "	"
173	1965	"	1965-66 "	"
174	1966	"	1966-67 "	"
175	October 27, 1950	The Railway Association of Canada	Statement of the railways concerning amount and effective date of wage increase, and effective date of shorter working week in arbitration proceedings.	

<u>Number</u>	<u>Date</u>	<u>Organization</u>	<u>Title of Document</u>
176	November 8, 1950	The Railway Association of Canada	Statement of the railways in rebuttal, concerning amount and effective date of wage increase, and effective date of shorter working week in arbitration proceedings.
177	January 9, 1951	"	Statement of the Railways in regard to hotel and water transport workers.
178	November 20, 1947	"	In re Board of Conciliation and Investigation considering request of certain groups of railway employees for a wage increase of thirty-five (35) cents per hour. Statement of the railways.
179	1953	"	Rebuttal Statement of the railways before Board of Conciliation and Investigation considering requests served on November 2nd, 1953, by certain groups of non-operating railway employees for paid stationary holidays, increased vacation periods, sick leave with pay, and penalty payments for Sunday work.
180	March, 1958	"	In the matter of a dispute between the railways under the jurisdiction of parliament and their non-operating employees. Case for the railways.
181	January, 1956	"	In the matter of a dispute between the railways under the jurisdiction of parliament and their non-operating employees. Case for the railways.
182	1953	"	Statement of the railways before Board of Conciliation and Investigation considering requests served on November 2nd, 1953, by certain groups of non-operating railway employees for paid statutory holidays, increased vacation periods, sick leave with pay, and penalty payments for Sunday work.
183	1949	"	In re Board of Conciliation and Investigation considering requests served on June 16, 1949, by certain groups of railway employees represented by The Canadian Brotherhood of Railway Employees and Other Transport Workers, and The Protherhood of Express Employees for wage increase of ten (10) cents per hour, establishment of a forty (40) hour work week, and check-off of union dues. Statement of the railways.

<u>Number</u>	<u>Date</u>	<u>Organization</u>	<u>Title of Document</u>
184	July, 1956	Canadian National Railways	In the matter of a dispute between Canadian National Railway Company and the Brotherhood of Railroad Trainmen. Statement of the railway before Board of Conciliation and Investigation.
185	June, 1956	Canadian Pacific Railway	In the matter of a dispute between the Canadian Pacific Railway Company and its employees represented by the Brotherhood of Locomotive Firemen and Engineers. Case for the company.
186	January 17, 1955	Hotel Vancouver	In the matter of the Industrial Relations and Disputes Investigation Act and dispute affecting C.B. of R.E. and O.T.W., applicant, and the Vancouver Hotel Company Limited, respondent.
187	1952	Palliser and Banff Springs Hotels	Statement submitted by management to Board of Arbitration dealing with wages and working conditions of employees of the Hotel Palliser, also employees of the maintenance and engineering departments of the Banff Springs Hotel
188	February, 1966	Royal Alexandra Hotel	Statement of the management of the Royal Alexandra Hotel, Winnipeg, Manitoba, before Industrial Inquiry Commission, in the matter of a dispute between the Royal Alexandra Hotel, Winnipeg, Manitoba, and its employees, represented by the Canadian Brotherhood of Railway, Transport, and General Workers.
189	February 24, 1965	Hotel Saskatchewan	Statement of the management, Hotel Saskatchewan, Regina, Saskatchewan, for presentation to Board of Conciliation dealing with demands of the employees of the Hotel Saskatchewan.
190	May 22, 1956	Royal York Hotel	Statement of the management of the Royal York Hotel before Board of Conciliation in the matter of a dispute between the Royal York Hotel, Toronto, and its employees represented by the Hotel and Club Employees Union. Local 299.

<u>Number</u>	<u>Date</u>	<u>Organization</u>	<u>Title of Document</u>
191.	January 19, 1961	Royal York Hotel	Statement of the management of the Royal York Hotel before Board of Conciliation in the matter of a dispute between the Royal York Hotel, Toronto, and its employees represented by the Hotel and Club employees Union, Local 299.
192.	1947	Canadian Pacific Railway	Statement of the Canadian Pacific Railway Company in reply to proposed thirty-one revisions in the existing agreements submitted by the Brotherhood of Railroad Trainmen.
193.	November 16, 1953	The Winnipeg Chamber of Commerce	Submission to the Manitoba Industrial Relation Commission
194.	November 8, 1960	" "	Submission to the Hon. Mr. Justice G.F. Tritschler, Commissioner, The Brandon Packers Strike Commission.
195.	April 25, 1967	" "	Submission to the Chairman and members, the Manitoba Minimum Wage Board.
196.	June 8, 1965	" "	"
197.	1966	The Canadian Manufacturers' Association--Manitoba Branch	Submission made on behalf of Canadian Manufacturers' Association to the Committee considering Bill 53 (Manitoba), being an Act to amend the Labour Relations Act.
198.	April 7, 1966	Winnipeg Builders Exchange representing Brandon Builders Exchange, The Canadian Institute of Steel Construction, The Canadian Plumbing and Mechanical Contractors Association, Manitoba Division, The Electrical Contractors Association of Manitoba, The Manitoba Concrete Manufacturers' Association, The Manitoba Roofing Contractors Association, The Masonry Contractors Association of Manitoba, Winnipeg Builders Exchange and the Winnipeg Housebuilders Association.	Submission to the Industrial Relations Committee of the Province of Manitoba.

<u>Number</u>	<u>Date</u>	<u>Organization</u>	<u>Title of Document</u>
199.	January 1961	Winnipeg Builders Exchange	Submission to the Government of Manitoba.
200.	April 7, 1966	The Winnipeg Chamber of Commerce	Submission to the Chairman and Members, the Standing Committee on Industrial Relations, The Manitoba Legislature.
201.	March 15, 1962	The Canadian Manufacturers' Association, Manitoba Branch	Recommendations of the C.M.A. with respect to certain aspects of the Labour Relations Act of Manitoba.
202.	1965	Manitoba Department of Labour	Recommendations for changes in the Labour Relations Act contained in briefs presented to the Manitoba Government in recent years by employee and labour organizations
203.	December 1960	The Canadian Manufacturers' Association, Manitoba Branch	Submission to Premier D. Roblin, Members of the Cabinet, Province of Manitoba.
204.	January 12, 1960	The Winnipeg Chamber of Commerce	Submission to the Premier and Members of the Executive Council of Manitoba.
205.	November 8, 1960	The Canadian Manufacturers' Association, Manitoba Branch	Brief for submission to the Brandon Packers Strike Commission.
206.	December 17, 1958	Winnipeg Builders Exchange	Consolidation of Discussions held between Mr. John Thompson, Manitoba Minister of Labour, and the Executive Committee of the Winnipeg Builders Exchange, on December 17, 1958.
207.	December 5, 1952	The Canadian Manufacturers' Association, Manitoba Branch	Submission to the Premier and Members of the Cabinet, Province of Manitoba.
208.	1966	Pulp & Paper Industry of New Brunswick	Brief presented to the Select Committee of the Legislative Assembly of New Brunswick concerning the Labour Relations Act.

<u>Number</u>	<u>Date</u>	<u>Organization</u>	<u>Title of Document</u>
209	April 15, 1966	The Calgary Chamber of Commerce	Opposition to the "Freedman Report". Recommendations from the Calgary Chamber of Commerce presented to the Hon. John R. Nicholson, Minister of Labour, in his House of Commons Office.
210	December 10, 1958	Industrial Association of British Columbia	Submission to the Hon. Lyle Wicks, M.L.A., Minister of Labour, Victoria re labour legislation.
211	January 14, 1960	"	"
212	1959	The British Columbia Chamber of Commerce.	1959-60 General Policy Statements and Resolutions.
213	1960	"	1960-61 " "
214	1961	"	1961-62 " "
215	1962	"	1962-63 " "
216	1963	"	1963-64 " "
217	1964	"	1964-65 " "
218	1965	"	1965-66 " "
219	1966	"	1966-67 " "
220	1958	Industrial Association of British Columbia	The Industrial Relations Crisis in British Columbia.
221	1963	Institute of Industrial Relations, U.B.C.	British Columbia Labour Management Conference 1963.
222	February 6, 1967		Canadian Nettles. An address by the Hon. J.U. Clyne, chairman of the Board and chief Executive officer, MacMillan Bloedel Limited, to the Board of Trade of Metropolitan Toronto.

<u>Number</u>	<u>Date</u>	<u>Organization</u>	<u>Title of Document</u>
223.	April 26, 1966	Forest Industrial Relations Limited	Submission to the Hon. J. R. Nicholson, Minister of Labour, Ottawa.
224.	February 2, 1967	Forest Industrial Relations Limited and Pulp & Paper Industrial Relations Bureau	Submission to the Hon. L. P. Peterson, C.C., Minister of Labour, Victoria, B.C.
225.	January 1967	British Columbia Maritime Employers' Association	Brief to Industrial Inquiry Commission concerning historical background leading to dispute which commenced on November 17, 1966.
226.	January 17, 1967	" "	In the matter of an Industrial Inquiry Commission -- Judge C. Rhodes Smith, Commissioner -- investigating the dispute in British Columbia ports which commenced November 17, 1966.
227.	1967	" "	Further information requested by the Inquiry Commission regarding Appendix "B" of the B.C.M.E.A. submission.
228.	1946	The Canadian Manufacturers' Association	An approach to Employee-Employer Relations.
229	January 1958	Motor Transport Industrial Relations Bureau	Submission to the Select Committee on Labour Relations
230	March 3, 1967	Automotive Transport Association of Ontario	Submission to the Royal Commission Inquiry into Labour Disputes.
231	February 1967	Motor Transport Industrial Relations Bureau of Ontario.	Submission to the Royal Commission Established by the Province of Ontario to Inquire into Labour Disputes.
232	October 1965	The Canadian Manufacturers Association	Submission to the Department of Labour of the Government of Saskatchewan
233	May 1967	The Alberta Chamber of Commerce	Policy and Resolutions 1967 - 68
234	May 1966	" "	" " " 1966 - 1967
235	March 1, 1967	" "	Letter to the Hon. J.R. Nicholson, Minister of Labour, Ottawa

Title of Document

Organization

Date

Number

236	September 1865	The Saskatchewan Chamber of Commerce.	A submission to the Labour-Management Legislative Review Committee.
237	May 9, 1967	" " "	Employer-employee relations, 1967-68 policy.
238 - A	1948 to 1967	The Canadian Manufacturers' Association	Miscellaneous public pronouncements and press releases.
to			
238 - x			
239	January 5, 1962	Vancouver Board of Trade	Submission to the Hon. L. R. Peterson, Minister of Labour, Victoria.
240	April 28, 1961	" " "	Memorandum of submissions to be made by the Vancouver Board of Trade to the Minister of Justice for Canada with respect to Bill C-70.
241	November 17, 1960	" " "	Submission to the Hon. Lyle Wicks, Minister of Labour, Victoria, concerning Labour-Management Relations.
242	October 11, 1960	" " "	An excerpt from a brief prepared and presented by Construction Industrial Relations before a Conciliation Board on June 9, 1959.
243	October 9, 1959	" " "	Submission to the Hon. Michael Starr, Minister of Labour, on the subject "Industrial Relations".
244	October 22, 1964	" " "	Submission to the Hon. Allan J. MacEachen, Minister of Labour, re Bill C-126.
245	January 23 1967	" " "	Submission to Mr. Justice C. Rhodes Smith and Members of the Water-front Enquiry Commission.
246	May 26, 1966	" " "	Letter to Mr. D. L. Morrell, the Canadian Chamber of Commerce, expressing views on proposed policy statements.
247	May 19, 1966	" " "	Letter from Labour management Relations Committee to members of Council concerning Canadian Chamber of Commerce policy statement.
248	April 5, 1962	" " "	Letter from Labour Management Relations Committee to members of Council concerning B. C. Chamber of Commerce Policy Statement.
249 - A	1960 to 1966	" " "	Miscellaneous letters and submissions.
to			
249 - J			

<u>Number</u>	<u>Date</u>	<u>Organization</u>	<u>Title of Document</u>
250	May 19, 1967	B.C. Department of Labour	Proceedings of the 50th Anniversary Conference of the B.C. Department of Labour.
251	September 15, 1965	Burns Foods Limited, Canada Packers Limited, Intercontinental Packers Limited	Submission to Labour - Management Legislative Review Committee of the Saskatchewan Legislative.
252	January 1965	Canadian National Railways.	Submission to Inquiry Commission relating to C.N.R. "Run-Throughs".
253	September 29, 1965	Potash Company of America.	Brief submitted to the labour - management legislative review committee, legislative building, Regina.
254	February 8, 1952	Toronto Board of Trade.	Submission to the Hon L.M. Frost, K.C., LL.D., D.C.L., Premier of Ontario.
255	January 26, 1959	Halifax Construction Association.	Submission to the Government of Nova Scotia on Labour Legislation.
256	November 28, 1957	Windsor Chamber of Commerce.	Submission to Select Committee on Labour Relations of the Ontario Legislature.
257	September, 1957	London Chamber of Commerce.	" " " "

EXHIBIT 4

List of Documents Grouped by Organization
and Arranged in Chronological Order within each
Group

<u>Document Number</u>	<u>Date</u>	<u>Organization</u>	<u>Title of Document</u>
155	1947	The Canadian Chamber of Commerce	1947-48 Policy Declarations concerning employer-employee relations.
156	1948	"	1948-49 "
157	1949	"	1949-50 "
158	1950	"	1950-51 "
159	1951	"	1951-52 "
160	1952	"	1952-53 "
161	1953	"	1953-54 "
162	1954	"	1954-55 "
163	1955	"	1955-56 "
164	1956	"	1956-57 "
165	1957	"	1957-58 "
166	1958	"	1958-59 "
154	January 15, 1958	"	Brief to the Hon. Michael Starr, Minister of Labour, Ottawa, concerning Industrial Relations and Disputes Investigation Act.
167	1959	"	1959-60 Policy Declaration is concerning employer - employee relationships.
168	1960	"	1960-61 "
153	December 14, 1960	"	Submission to the Senate Special Committee on Manpower and Employment.
169	1961	"	1961-62 Policy Declarations concerning employer - employee relationships.
1700	1962	"	1962-63 "
152	February 8, 1962	"	Brief to the Hon. David Fulton, Minister of Justice and Attorney General, concerning Bill C-36, formerly Bill C-70.
171	1963	"	1963-64 Statement of Policy concerning employer-employee relationships.
172	1964	"	1964-65 "
173	1965	"	1965-66 "
174	1966	"	1966-67 "

110	1954	Ontario Chamber of Commerce	Policy Statement
109	1955	"	"
108	1956	"	"
S3	November 28, 1957	Ontario Chamber of Commerce	"
107	1957-58	"	"
106	1958-59	"	Policy Statement
212	1959	The British Columbia Chamber of Commerce.	1959-60 General Policy Statements and Resolutions.
105	1959-60	Ontario Chamber of Commerce	Policy Statement
213	1960	The B.C. Chamber of Commerce	1960-61 General Policy Statements and Resolutions
104	1960-61	Ontario Chamber of Commerce	Policy Statement
214	1961	The B.C. Chamber of Commerce	1961-62 General Policy Statements and Resolutions
103	1961-62	Ontario Chamber of Commerce	Policy Statement
215	1962	The B.C. Chamber of Commerce	1962-63 General Policy Statements and Resolutions.
102	1962-63	Ontario Chamber of Commerce	Policy Statement
216	1963	B.C. Chamber of Commerce	1963-64 General Policy Statements and Resolutions.
101	1963-64	Ontario Chamber of Commerce	Policy Statement
217	1964	B.C. Chamber of Commerce	1964-65 General Policy Statements and Resolutions.
100	1964-65	Ontario Chamber of Commerce	Policy Statement
218	1965	B.C. Chamber of Commerce	1965-66 General Policy Statements and Resolutions.
236	September 1965	The Saskatchewan Chamber of Commerce	A submission to the Labour-Management Legislative Review Committee
99	1965-66	Ontario Chamber of Commerce	Policy Statement
219	1966	B.C. Chamber of Commerce	1965-67 General Policy Statements and Resolutions.
234	May 1966	Alberta Chamber of Commerce	1965-67 General Policy Statements and Resolutions.
95	1966-67	Ontario Chamber of Commerce	Policy Statement
97	January 13, 1967	Ontario Chamber of Commerce	Submission to Royal Commission Inquiry into Labour Disputes. Hon. Ivan C. Rand, Commissioner.
235	March 1, 1967	Alberta Chamber of Commerce	Letter to the Hon. J.R. Nicholson. Minister of Labour, Ottawa.
233	May 1967	Alberta Chamber of Commerce	Policy and Resolutions 1967-68
237	May 9, 1967	Saskatchewan Chamber of Commerce	Employer-employee relations. 1967-68
34	July 3, 1967	The Board of Trade of Metropolitan Toronto	Submission to Maurice Lalonde. Esq., MP, chairman, and members of the House of Commons Industrial Relations Committee, Ottawa, concerning House of Commons Bill No. 338-- An Act to provide for the

56	May 6, 1948	The Board of Trade of Metropolitan of Toronto.	Investigation, Conciliation, and Settlement of Industrial Disputes.
49	February 1961	" " "	Submission to the Hon. Humphrey Mitchell, Minister of Labour, Ottawa, concerning House of Commons Bill No. 195--An Act to provide for the Investigation, Conciliation and Settlement of Industrial Disputes.
55	February 1952	" " "	Submission to the Hon. Leslie Frost, K.C., Premier and members of the Executive Council of Ontario concerning the Ontario Labour Relations Act.
254	February 8, 1952	Toronto Board of Trade.	Submission to the Hon. L.M. Frost, K.C., Lt.D., Premier D.C.L., Premier of Ontario, concerning lockouts and strikes in the public service.
62	May 7, 1953	The Board of Trade of Metropolitan Toronto	Submission to the Hon. I.M. Frost, K.C., Lt.D., Premier of Ontario.
57	February 18, 1954	" " "	Submission to the Hon. Milton Gregg, V.C., Minister of Labour, Ottawa, concerning House of Commons Bill No. 100--The Canada Fair Employment Practices Act.
50	January 1958	" " "	Submission to the Hon. Charles Daley, Minister of Labour, Parliament Buildings Toronto, concerning the Labour Relations Act, 1950.
51	January 31, 1958	" " "	Brief submitted to the Select Committee on Labour Relations of the Ontario Legislature.
48	June 12, 1958	" " "	Supplementary material Filed with the Select Committee on Labour Relations of the Ontario Legislature at time of presentation of the brief.
54	September 13, 1962	" " "	Submission to the Hon. Michael Starr, Minister of Labour for Canada, concerning the Industrial Relations Disputes and Investigation Act.
64	December 13, 1962	" " "	Submission to Eric H. Silk, Esq., Q.C., Chairman, and Members of the Committee on the Process of Labour Arbitration in Ontario.
61	January 16, 1964	" " "	Submission to Professor Bora Laskin, Q.C., c/o Department of Labour, Toronto, concerning the Inquiry into the Scope and Operation of the Industrial Standards Act.
47	February 19, 1964	" " "	Submission to His Honour Judge Colin E. Bennett (Chairman) and Members of the Commission on Compulsory Arbitration of Hospital Collective Bargaining Disputes.
		" " "	Submission to the Hon. H.L. Rowntree, Q.C., Minister of Labour for the Province of Ontario concerning Ontario

60	November 12, 1964	The Board of Trade of Metropolitan Toronto	Bill # 6--An Act to amend the hours of work and vacations with Pay Act.
53	March 11, 1965	"	Submission to the Hon. Allan J. McEachen. Minister of Labour, Ottawa, concerning Bill C-186, the Canada Labour (Standards) Code.
65	April 15, 1965	"	Submission to the Hon. H. L. Rowntree. Q.C., Minister of Labour, concerning Ontario Bills No. 10 and 11--Amending the Hours of Work and Vacations with Pay Act.
66	April 15, 1965	"	Submission to the Hon. James C. McRuer. LL.D., Commissioner. Royal Commission Inquiry into Civil Rights. Parliament Buildings, Toronto.
67	April 15, 1965	"	Summary of Proposals in Brief dated April 15, 1965, submitted to the Royal Commission Inquiry into Civil Rights.
68	April 15, 1965	"	Civil Rights Brief, Appendix "A". Judicial Review of Labour Relations Board Decisions and Proceedings 1944-64.
59	March 4, 1966	"	Civil Rights Brief, Appendix "B". Judicial Review of Labour arbitration Board Decisions and Proceedings 1944-64
52	April 5, 1966	"	Submission to the Hon. H. Leslie Rowntree. Q.C., Minister of Labour, Toronto, concerning Bill No. 35--Age Discrimination Act, 1966.
46	March 10, 1967	"	Submission to the Hon. H. L. Rowntree, Q.C., Minister of Labour for Ontario, concerning Bill No. 75--An Act to Amend the Hours of Work and Vacations with Pay Act.
63	March 23, 1967	"	Submission to the Hon. Ivan C. Rand. Commissioner. Royal Commission Inquiry into Labour Disputes.
193	November 15, 1953	The Winnipeg Chamber of Commerce	Submission to the Hon. Lucien Cardin. Minister of Justice and Attorney, General and the Hon. John R. Nicholson, Minister of Labour, concerning Bill C-267 and Services of Members
204	January 12, 1960	"	Judiciary on Arbitration Boards in Labour Matters.
194	November 8, 1960	"	Submission to the Manitoba Industrial Relation Commission
196	June 8, 1965	"	Submission to the Premier and Members of the Executive Council of Manitoba.
			Submission to the Hon. Mr. Justice G.E. Tritschler, Commissioner, The Brandon Packers Strike Commission.
			Submission to the Chairman and Members The Manitoba Minimum Wage Board.

209	April 7, 1963	The Winnipeg Chamber of Commerce	Submission to the Chairman and Members, the Standing Committee on Industrial Relations, The Manitoba Legislature.
195	April 25, 1967	" " "	Submission to the Chairman and Members, the Manitoba Minimum Wage Board.
243	October 9, 1959	Vancouver Board of Trade	Submission to the Hon. Michael Starr, Minister of Labour, on the subject "Industrial Relations."
242	October 11, 1960	" " "	An excerpt from a brief prepared and presented by Construction Industrial Relations before a Conciliation Board on June 9, 1959.
249-A to 249-J	1960 to 1966	" " "	Miscellaneous letters and submissions.
241	November 17, 1960	" " "	Submission to the Hon. Lyle Wicks, Minister of Labour, Victoria, concerning Labour - management relations.
240	April 28, 1961	" " "	Memorandum of submissions to be made by the Vancouver Board Trade to the Minister of Justice for Canada with respect to Bill C - 70
239	January 5, 1962	" " "	Submission to the Hon. L. R. Peterson, Minister of Labour Victoria.
248	April 5, 1962	" " "	Letter from Labour management Relations Committee to members of Council concerning B.C. chamber of Commerce Policy statement.
244	October 22, 1964	" " "	Submission to the Hon. Allan J. Mac Eachen, Minister of Labour, re Bill C - 126.
247	May 19, 1966	" " "	Letter from Labour management Relations Committee to members of council concerning Canadian Chamber of Commerce policy statement.
245	May 26, 1966	" " "	Letter to Mr. D. L. Morrell, the Canadian Chamber of Commerce, expressing views on proposed policy statements.
245	January 23 1967	" " "	Submission to Mr. Justice C. Rhodes Smith and Members of the Waterfront Enquiry Commission.
257	September, 1957	London Chamber of Commerce.	Submission to Select Committee on Labour Relations of the Ontario Legislature.
256	November 28, 1957	Windsor Chamber of Commerce.	Submission to Select Committee on Labour Relations of the Ontario Legislature.
209	April 15, 1966	The Calgary Chamber of Commerce.	Opposition to the "Freedman Report". Recommendations from the Calgary Chamber of Commerce presented to the Hon. John R. Nicholson, Minister of Labour, in his House of Commons office.
94	March 9, 1967	London Chamber of Commerce	Submission to Royal Commission Inquiry into Labour Disputes, Hon. Ivan C. Rand, Commissioner.

223	1946	The Canadian Manufacturers' Association		An approach to Employee-Employer Relations.
238 - A	1948 to 1967	" "	"	Miscellaneous public pronouncements and press releases
to				
238 - x				
207	December 5, 1952	The Canadian Manufacturers' Association Manitoba Branch		Submission to the Premier and Members of the Cabinet, Province of Manitoba.
25	1955	The Canadian Manufacturers' Association		A Statement on Industrial Relations.
2	Sept. 1957	" "	"	Submission of the C.M.A. to the Government of Canada regarding various matters of importance to manufacturers
70	October 29, 1957	" "	"	Submission of the Ontario Division, the C.M.A., to the Select Committee on Labour Relations of the Ontario Legislature.
1	April 7, 1958	" "	"	Submission of the C.M.A. to Hon. Michael Starr, Minister of Labour, on the Industrial Relations Disputes and Investigation Act.
8	November 17, 1958	" "	"	Submission of the C.M.A. to the Hon. E. Davie Fulton, Q.C., Federal Minister of Justice, on secondary boycotts, picketing and judges in conciliation and arbitration.
6	January 21, 1960	" "	"	Submission of Industrial Relations Committee B.C. division, C.M.A. to Premier and Members of the Executive Council Province of B.C. concerning the B.C. Labour Relations Act.
205	November 8, 1960	The Canadian Manufacturers' Association, Manitoba Branch		Brief for submission to the Brandon Packers strike Commission.
203	December 1960	" "	"	Submission to Premier D. Roblin, Members of the Cabinet, province of Manitoba.
5	December 15, 1960	The Canadian Manufacturers' Association		Submission of Industrial Relations Committee, B.C. Division C.M.A. To Premier and Members of the Executive Council Province of B.C. concerning the B.C. Labour Relations Act.
4	November 16, 1961	" "	"	Submission of Industrial Relations Committee, B.C. Division, C.M.A. to the Premier and Members of the Executive Council Province of British Columbia concerning the British Columbia concerning the British Columbia Labour Relations Act.
201	March 15, 1962	The Canadian Manufacturers' Association, Manitoba Branch		Recommendations of the C.M.A. with respect to certain aspects of the Labour Relations Act of Manitoba.
12	September 28, 1962	The Canadian Manufacturers' Association		Submission of the Ontario Division, the C.M.A., to Mr.

3	October 23, 1962	The Canadian Manufacturers' Association	E.H. Silk, Q.C., Chairman and Member of the Attorney-General of Ontario's Committee on Labour Arbitration concerning the process of labour arbitration in Ontario.
15	December 20, 1962	"	Submission to the B.C. Division, the C.M.A., with respect to proposed changes to the Labour Relations Act to the Premier and members of the Executive Council, Province of British Columbia.
22	November 25, 1963	"	Submission of the Ontario Division, the C.M.A. to Professor Bora Laskin, Q.C., enquiring into the Scope and Operation of the Industrial Standards Act.
21	January 30, 1964	"	Submission of the Alberta Division, the C.M.A., to the Hon. R. Reiersen, Minister of Labour, Government of the province of Alberta, on proposed changes in the Alberta Labour Act.
20	October 1964	"	Submission of the Ont. Division, the C.M.A., to His Honour, Judge Colin E. Bennett, and members of the Commission enquiring into the question of Arbitration in respect to Labour Disputes in Hospitals.
13	October 13, 1964	"	Submission of the Alberta Division, the C.M.A. to the Board of Industrial Relations, Government of the Province of Alberta regarding "Work Practices Legislation"
14	December 1964	"	Submission of the Executive V.P. and Gen. Mgr., the C.M.A., to the Hon. Allan J. McEachen, Minister of Labour, concerning the Canadian Labour (Standards) Code.
11	December 3, 1964	"	Submission of the C.M.A. to the Joint Committee of the Senate and House of Commons appointed to consider Bill C - 136, The Canada Pension Plan.
232	October 1965	"	Submission to the B.C. Division, the C.M.A., to the Government of the Province of B.C.
197	1966	"	Submission to the Department of Labour of the Government of Saskatchewan
26	1966	"	Submission made on behalf of Canadian Manufacturers' Association to the Committee considering Bill 53 (Manitoba), being an Act to amend the Labour Relations Act.
10	May 24, 1966	"	Industrial Relations, C.M.A. Policy.
		"	Submission to the Board of Industrial Relations by the B.C. Division of the C.M.A. with respect to section 10A of the Annual and General Holidays Act.

9	August 23, 1966	The Canadian Manufacturers' Association	Submission to the Board of Industrial Relations by the B.C. division of the C.M.A. with respect to male and female minimum wage order No. 23
17	August 26, 1966	"	Submission of the N.B. Branch, the C.M.A., to the Select Committee of the Legislature (New Brunswick) on the Labour Relations Act.
18	November 3, 1966	"	Statement of the B.C. Division, the C.M.A., to the Hon. W.A.C. Bennett, Premier of the Province of B.C., on the subject of injunctions in Labour disputes.
24	December 23, 1966	"	Letter from Exec. V.P. and Gen. Mgr., the C.M.A., to Mr J.T. Richard, MP, Joint Chairman of the Special Joint Committee of the Senate and of the House of Commons on Employer-Employee Relations in the Public Service of Canada.
69	January 1967	"	Submission of the Ontario Division, the C.M.A. to the Hon. Ivan C. Rand, Commissioner, Royal Commission Inquiry into Labour Disputes.
19	January 23, 1967	"	Submission of the B.C. Division, the C.M.A., to the Industrial Enquiry Commission Investigating the Dispute in B.C. ports which commenced November 17, 1966.
23	April 1967	"	Submission of the C.M.A., Alberta Division, to the Board of Industrial Relations, Government of the Province of Alberta on minimum wages, hours of work, vacations with pay, general holidays, conditions of employment.
7	May 30, 1967	"	The President's Address--H.W. Joly--to the 96th annual general meeting, the C.M.A.
83	September 1967	Construction Associations	Opinions and Recommendations relative to the Ontario Labour Relations Act in its application to the construction industry as submitted by the Canadian Construction Association, the Ontario General Contractors' Association and the Toronto Builders' Exchange to a Select Committee on Labour Relations of the Legislature Assembly of Ontario.
30	September 3, 1958	The Building and Construction Industries Exchange of B.C.	Submission to the Hon. Lyle Wicks, Minister of Labour, Victoria, B.C.
43	October 22, 1958	Construction Associations of New Brunswick	Brief on Labour relations submitted by the construction association of N.B. to the Premier and Members of the N.B. Government.
206	December 17, 1958	Winnipeg Builders Exchange	Consolidation of Discussions held between Mr. John Thompson, Manitoba Minister of Labour, and the Executive Committee of the Winnipeg Builders Exchange, on December 17, 1958.

38	Circa 1959	B.C. Heavy Construction Association	Opinions and recommendations of the Heavy Const. Association of B.C., relative to labour legislation in the province of B.C. to the Premier and Members of the B.C. Cabinet.
2255	January 26, 1959	Halifax Construction Association.	Submission to the Government of Nova Scotia on Labour Legislation.
32	February 13, 1959	Special Industrial Relations Committee for the Construction Industry of Ontario	Letter to members presenting the committee's observations and suggestions with respect to the report of the Select Committee on Labour Relations of the Ontario Legislation.
27	November 1960	Winnipeg Builders' Exchange	Submission to the Brandon Packers strike commission.
29	November 10, 1959	"	Submission to the Premier and Cabinet Ministers of the Province of Manitoba.
34	November 13, 1959	Pipeline Contractors Association of Canada	A submission to the Hon. R. Reiersen, Minister of Labour, by the Pipeline Contractors Assoc. of Canada, on the Alberta Labour Act.
41	November 16, 1959	Alberta Builders Exchange Council	Submission to the Hon. R. Reiersen, Minister of Labour, concerning the Alberta Labour Act.
40	November 13, 1959	Industrial Contractors Association of Canada	Submission to the Hon. Mr. R. Reiersen, Minister of Labour, Government of Alberta, by the Industrial Contractors Association of Canada, November 18, 1959, on the Alberta Labour Act.
44	May 11, 1960	The Halifax Construction Association	Submission to Royal Commission Trade Union Act Enquiry - Province of Nova Scotia.
39	December 1, 1960	B.C. Federation of Construction Associations	Brief presented to the Hon. the Premier of the Province of B.C. and Members of the Executive Council by the B.C. Federation of Construction Associations.
199	January 1961	Winnipeg Builders Exchange	Submission to the Government of Manitoba.
92	August 30, 1961	The Canadian Association of Painting and Decorating Contractors	Submission to the Royal Commission of the Construction Industry in Ontario, H. Carl Goldeberg, Chairman.
97	September 15, 1961	Toronto Metropolitan Home Builders' Association.	Submission to the Royal Commission on the Construction Industry in Ontario H. Carl Goldeberg, Chairman.
93	October, 1961	Ontario Federation of Construction Association.	"
90	October 6, 1961	Ontario Road Builders' Association	Submission to the Royal Commission on the Construction Industry in Ontario, H. Carl Goldeberg, Chairman.
23	April 1962	Winnipeg Builders' Exchange	Submission to the Industrial Relations Committee of the Province of Manitoba.
42	September 1962	Canadian Construction Association	Submission by the C.C.A. to the Ontario Committee on Labour Arbitration.

31	February 18, 1963	Ontario Federation of Construction Association	Submission of the Ontario Federation of Construction Association to the Hon. H. Leslie Rowntree, Q.C., Minister of Labour, on Labour Legislation.
87	January 24, 1963	The Toronto Construction Association	Submission to the Industries Standards Act Inquiry, Bora Laskin, Q.C., Chairman.
86	January 29, 1963	The Industrial Contractors' Association of Canada	Submission to Industrial Standards Act Inquiry, Bora Laskin, Q.C., Chairman.
45	November 23, 1963	The Alberta Builders Exchange Council	A submission to the Hon. Minister of Labour on the occasion of a specially called conference of labour and management to consider the provisions of the Alberta Labour Act.
36	1965	Saskatchewan Construction Association	Brief re the Trade Union Act to the Labour Management Legislative Review Committee, Regina.
193	April 7, 1966	Winnipeg Builders Exchange representing Brandon Builders Exchange, The Canadian Institute of steel Construction, The Canadian Plumbing and Mechanical Contractors Association, Manitoba Division, The Electrical Contractors Association, of Manitoba, The Manitoba Concrete Manufacturers' Association, The Manitoba Roofing Contractors Association, The Masonry Contractors Association of Manitoba, Winnipeg Builders Exchange and the Winnipeg House-builders Association.	Submission to the Industrial Relations Committee of the Province of Manitoba.
35	August 18, 1966	Council of the New Brunswick Const. Associations	Submission to the Select Committee of the Legislature Assembly of N.B. concerning the Labour Relations Act.

37 192	November 17, 1966 1947	Saskatchewan Construction Association Canadian Pacific Railway	
178	November 20, 1947	The Railway Association of Canada	
183	1943	" "	Submission to the Saskatchewan Government. Statement of the Canadian Pacific Railway Company in reply to proposed thirty-one revisions in the existing agreements submitted by the Brotherhood of Railroad Trainmen. In re Board of Conciliation and Investigation considering request of certain groups of railway employees for a wage increase of thirty-five (35) cents per hour. Statement of the railways. In re Board of Conciliation and Investigation considering requests served on June 16, 1949, by certain groups of railway employees represented by The Canadian Brother- hood of Railway Employees and other Transport Workers, and the Brotherhood of Express Employees for wage increase of ten (10) cents per hour, establishment of a forty (40) hour work week, and check-off of union dues. Statement of the railways. Statement of the railways concerning amount and effective date of wage increase, and effective date of shorter working week in arbitration proceedings. Statement of the Railways in rebuttal, concerning amount and effective date of wage increase, and effective date of shorter working week in arbitration proceedings. Statement of the Railways in regard to hotel and water transport workers. Rebuttal Statement of the railways before Board of Conciliation and Investigation considering requests served on November 2nd, 1953, by certain groups of non- operating railway employees for paid stationary holidays, increased vacation periods, sick leave with pay, and penalty payments for Sunday work. C.P.R.'s wage submission and rebuttals before Board of Conciliation hearing case concerning Conductors, Baggage-men, Trainmen, Yardmen, and Switchtenders, and Yardmasters. Statement submitted by the R.A.C. to Board of Conciliation and Investigation considering a dispute between the Brotherhood of Maintenance of Way Employees and the R.A.C. concerning extra gang labourers.
175	October 27, 1950	" "	
176	November 8, 1950	" "	
177	January 9, 1951	" "	
179	1953	" "	
188	1953	Canadian Pacific Railway	
139	1954	Railway Association of Canada	

136	November, 1954	Canadian Pacific Railway	Statement of C.P.R. before Board of Conciliation regarding Bay of Fundy service.
128	1956	" "	Statement of the C.P.R. before Board of Conciliation and Investigation considering request served on February 1, 1956 by the Brotherhood of Railroad Trainmen. requesting Conductors, Brakemen, and Yardmen for a wage increase of 30 percent and other changes, and a request by the C.P.R. for certain rule changes.
181	January, 1956	The Railway Association of Canada	In the matter of a dispute between the railways under the jurisdiction of parliament and their non operating employees. Case for the railways.
185	June 1956	Canadian Pacific Railway	In the matter of a dispute between the Canadian Pacific Railway Company and its employees represented by the Brotherhood of Locomotive Firemen and Engineers, Case for the company.
184	July, 1956	Canadian National Railways	In the matter of a dispute between Canadian National Railway Company and the Brotherhood of Railroad Trainmen. Statement of the railway before Board of Conciliation and Investigation.
134	1958	Canadian Pacific Railway	Statement of the C.P.R. before Board of Conciliation and Investigation regarding 1958 case with the Brotherhood of Railroad Trainmen.
180	March, 1958	The Railway Association of Canada	In the matter of a dispute between the railways under the jurisdiction of parliament and their non operating employees. Case for the railways.
142	August, 1958	Canadian National Railways	Brief II of C.N.R. in the matter of a Board of Conciliation established in reference to a dispute between the C.N.R. and the Brotherhood of Locomotive Firemen and Engineers.
125	September 30, 1958	The Railway Association of Canada	Submission to the Hon. Michael Starr, Minister of Labour, on the Industrial Relations and Disputes Investigation Act.
126	1961	Canadian Pacific Railway	Statement of the C.P.R. before Board of Conciliation and Investigation regarding the 1961 case with the Brotherhood of Locomotive Engineers.
127	1961	" "	Rebuttal Statement of the C.P.R. before Board of Conciliation and Investigation regarding the 1961 case with the Brotherhood of Locomotive Engineers.
129	1961	" "	Statement of the C.P.R. before Board of Conciliation and Investigation regarding the 1961 case with the Brotherhood of Railroad Trainmen.
130	1961	" "	Appendices to the statement of the C.P.R. before Board of Conciliation and Investigation regarding the 1961 case with the Brotherhood of Railroad Trainmen.

131	1961	Canadian Pacific Railway	Statement of the C.P.R. before Board of Conciliation and Investigation regarding the 1961 case with the Brotherhood of Locomotive Firemen and Enginemen.
132	1961	" "	Rebuttal statement of C.P.R. before Board of Conciliation and Investigation regarding the 1961 case with the Brotherhood of Locomotive Firemen and Enginemen.
133	1961	" "	Rebuttal statement No. 2 of C.P.R. before Board of Conciliation and Investigation regarding the 1961 case with the Brotherhood of Locomotive Firemen and Enginemen.
120	February 16, 1961	The Railway Association of Canada	Submission to the Senate Special Committee on manpower and employment.
121	February 16, 1961	" "	Exhibits of submission to the Senate Special Committee on Manpower and Employment.
140	July, 1961	Canadian National Railways	Brief I of C.N.R. in the matter of a Board of Conciliation established in reference to a dispute between the C.N.R. and the Brotherhood of Locomotive Engineers.
141	September, 1961	" "	Brief II of C.N.R. in the matter of a Board of Conciliation established in reference to a dispute between the C.N.R. and the Brotherhood of Locomotive Firemen and Enginemen.
149	July 1962	Canadian Pacific Railway	Statement of evidence to be given by S.M. Gossage, witness called by the C.P.R., before Board of Conciliation and Investigation, considering the matter in dispute arising out of the requests served on December 20, 1961 by the non-operating railway employees.
150	July, 1962	" "	Statement of evidence to be given by R.A. Emerson, witness called by the C.P.R., before Board of Conciliation and Investigation considering the matters in dispute arising out of the requests served on December 20, 1961, by the non-operating railway employees.
151	July, 1962	" "	Statement of evidence to be given by K. Campbell, witness called by the C.P.R., before Board of Conciliation and Investigation considering the matters in dispute arising out of the requests served on December 20, 1961, by the non-operating railway employees.
	November 1, 1962	The Railway Association of Canada	Submission regarding Section 182 of the Railway Act.

The Railway Association of Canada

119	December 12, 1962			Submission to the Minister of Labour, the Minister of Transport, the Minister of National Health and Welfare, regarding Bill C-70.
118	December 14, 1962	"	"	Submission to the Minister of Labour, Ottawa, regarding Bill C-61.
117	January 28, 1963	"	"	Submission regarding Bill C-85.
115	July 5, 1963	"	"	Submission to the Minister of Labour, Ottawa, regarding Bill C-20.
116	July 5, 1963	"	"	Submission regarding Bill C-53.
123	July 5, 1963	"	"	Submission to the Minister of Labour, Ottawa, regarding Bill C-15.
113	July 8, 1963	"	"	Submission to the Minister of Labour, Ottawa, regarding Bill C-2.
114	July 8, 1963	"	"	Submission to the Minister of Labour, Ottawa, regarding Bill C-28.
124	October 25, 1963	"	"	Submission to the Standing Committee on Railways, Canals and Telegraph Lines on Bill C-15.
147	April, 1964		Canadian Pacific Railway.	Statement of evidence to be given by Keith Campbell, witness called by the C.P.R., before Board of Conciliation and Investigation considering the matters in dispute arising out of the requests served on November 1, 1963 and January 17, 1964, by the non-operating railway employees and on November 26, 1963 by the railway companies.
143	April, 1964	"	"	Statement of evidence to be given by R.A. Emerson, witness called by the C.P.R., before Board of Conciliation and Investigation considering the matter in dispute arising out of the requests served on November 1, 1963, and January 17, 1964, by the non-operating railway employees and on November 26, 1963, by the railway companies.

252	January 1965	Canadian National Railways.	Submission to Inquiry Commission relating to C.N.R. "Run - Through."
111	January 11, 1965	The Railway Association of Canada	Submission to the Minister of Labour, Ottawa, regarding Bill C-126
112	March 4, 1965	"	Submission to the Senate Banking and Commerce Committee ' regarding Bill C-126. (Same as 111 above)
143	June, 1966	Canadian Pacific Railway	Statement of evidence to be given by Keith Campbell, witness called by the C.P.R. before Board of Conciliation and Investigation considering the matters in dispute arising out of the requests served on November 15, 1965,
144	June, 1966	"	by the Railway Employee's Department Division No. 4 Statement of evidence to be given by J.C. Anderson, witness called by the C.P.R. before Board of Conciliation and Investigation considering the matters in dispute arising out of the requests served on November 15, 1965 by the non-operating railway employees.
145	June 1966	"	Statement of evidence to be given by Keith Campbell, witness called by the C.P.R. before Board of Conciliation and Investigation considering the matters in dispute arising out of the requests served on November 15, 1965 by the non-operating railway employees.
146	June, 1965	"	Statement of evidence to be given by S.M. Gossage, witness called by the C.P.R. before Board of Conciliation and Investigation considering the matters in dispute arising out of the requests served on November 15, 1965 by the non-operating railway employees.
135	July, 1966	"	Board of Conciliation and Investigation considering the matters in dispute arising out of the requests served on November 2, 1965, by the Brotherhood of Railroad Trainmen--Submission of C.P.R. regarding the Brotherhood's requests.
187	1952	Palliser and Banff Springs Hotels	Statement submitted by management to Board of Arbitration dealing with wages and working conditions of employees of the Hotel Palliser, also employees of the maintenance and engineering departments of the Banff Springs Hotel
137	October, 1954	British Columbia Coast Steamship Service (C.P.R.), Canadian National Steamship Company, Union	Statement submitted to Board of Conciliation and Investigation on behalf of the B.C. Coast Steamship Service (C.P.R.) Canadian National Steamship Company Limited and

186	January 17, 1953	Hotel Vancouver	Steamships Limited.	the Union Steamships Limited in connection with dispute with the Seatarer's International Union of North America concerning wages and overtime rates and stand by rate for Union Steamships' employees.
190	May 22, 1956	Royal York Hotel		In the matter of the Industrial Relations and Disputes Investigation Act and dispute affecting C.B. of R.E. and O.T.W., applicant, and the Vancouver Hotel Company Limited, respondent
71	September 30, 1957	Ontario Hotel Association		Statement of the management of the Royal York Hotel before Board of Conciliation in the matter of a dispute between the Royal York Hotel, Toronto, and its employees represented by the Hotel and Club Employees Union. Local 299.
191	January 19, 1963	Royal York Hotel		Submission to the Select Committee on Labour Relations of the Ontario Legislature.
189	February 24, 1965	Hotel Saskatchewan		Statement of the management of the Roayal York Hotel before Board of Conciliation in the matter of a dispute between the Royal York Hotel, Toronto, and its employees represented by the Hotel and Club employees Union. Local 299.
188	February, 1966	Royal Alexandra Hotel		Statement of the management. Hotel Saskatchewan. Regina. Saskatchewan, for presentation to Board of Conciliation dealing with demands of the employees of the Hotel Saskatchewan.
229	January 1958	Motor Transport Industrial Relations Bureau		Statement of the management of the Royal Alexandra Hotel. Winnipeg, Manitoba, before Industrial Inquiry Commission.
231	February 1967	Motor Transport Industrial Relations Bureau of Ontario.		in the matter of a dispute between the Roayal Alexandra Hotel, Winnipeg, Manitoba, and its employees, represented by the Canadian Brotherhood of Railway, Transport, and General Workers.
230	March 3, 1967	Automotive Transport Association of Ontario.		Submission to the Select Committee on Labour Relations
				Submission to the Royal Commission established by the Province of Ontario to Inquire into Labour Disputes.
				Submission to the Royal Commission Inquiry into Labour Disputes.

81	1957	Automobile Dealer Associations of Ontario
73	August 29, 1957 and October 9, 1957	Ontario Mining Association
35	September 17, 1957	Manufacturers of London and District
74	October 10, 1957	Canadian Automobile Chamber of Commerce
72	October 23, 1957	Ontario Hospital Association
80	November 1957	Ontario Forest Industries Association
75	November 1, 1957	A Group of Ontario Daily Newspaper Publishers
78	November 28, 1957	Primary Textiles Institute
84	November 28, 1957	Group of Windsor Automotive Parts Manufacturers
229	1953	Industrial Association of British Columbia.
82	January 1953	The Aggregate Producers Association of Ontario
77	January 24, 1958	Toronto Automobile Dealers Association
210	December 10, 1958	Industrial Association of British Columbia
211	January 14, 1960	Industrial Association of B.C.
88.	November 30, 1962	Canadian Electrical Manufacturers' Association
89.	December 20, 1962	Sarnia Industries
221	1963	Institute of Industrial Relations, U.B.C.
202.	1965	Manitoba Department of Labour
251	September 15, 1965	Burns Foods Limited, Canada Packers Limited, Intercontinental Packers Limited.
208	1966	Pulp & Paper Industry of New Brunswick

Submission to the Select Committee on Labour Relations of the Ontario Legislature.

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The industrial relations crisis in British Columbia.

Submission to the Select Committee on Labour Relations of the Ontario Legislature.

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Submission to the Hon. Lyle Wicks, M.L.A., Minister of Labour, Victoria, re labour legislation.

Submission to the Hon Lyle Wicks M.L.A., Minister of Labour, Victoria re Labour legislation

Submission to Industrial Standards Act Inquiry Bora Laskin, Q.C., Chairman.

" " " " " "

British Columbia Labour Management Conference 1963.

Recommendations for changes in the Labour Relations Act contained in briefs presented to the Manitoba Government in recent years by employee and labour organizations.

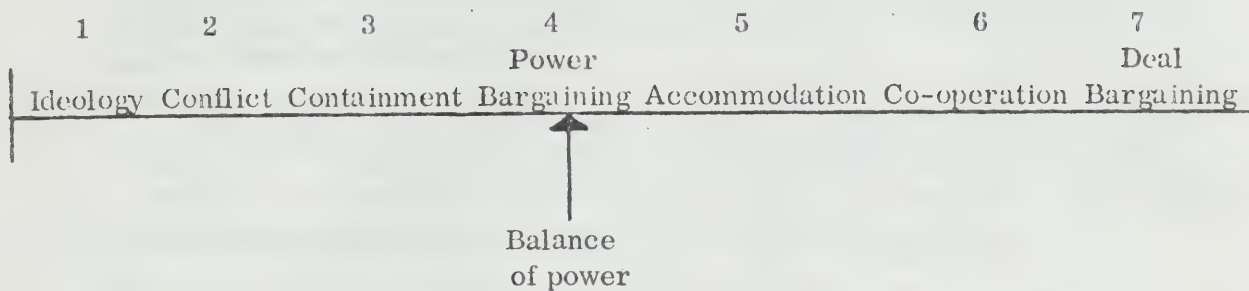
Submission to Labour - Management Legislative Review Committee of the Saskatchewan Legislative.

Brief presented to the Select Committee of the Legislative Assembly of New Brunswick concerning the Labour Relations Act.

223	April 26, 1966	Forest Industrial Relations Limited	Submission to the Hon. J. R. Nicholson, Minister of Labour, Ottawa.
16	June 27, 1966	The Canadian Chamber of Commerce Canadian Construction Association The Canadian Manufacturers' Association The Railway Association of Canada B.C. Maritime Employers' Association	Submission to the Minister of Labour, Ottawa, by the Can. C. of C., Canadian Construction Association. The C.M.A., The Railway Association of Canada, on possible labour relations legislation in respect of the introduction of technological change.
227	1967	British Columbia Maritime Employers' Association	Further information requested by the Inquiry Commission regarding Appendix "B" of the B.C.M.E.A. submission. Brief to Industrial Inquiry Commission concerning historical background leading to dispute which commenced on November 17, 1966.
225	January 1967	Canadian Electrical Manufacturers' Association B.C. Maritime Employers' association	Submission to Royal Commission Inquiry into Labour Disputes. Hon. Ivan C. Rano, Commissioner. In the matter of an Industrial Inquiry Commission -- Judge C. Rhodes Smith, Commissioner -- investigated the dispute British Columbia ports which commenced November 17, 1963.
95	January, 1967	Forest Industrial Relations Limited and Pulp & Paper Industrial Relations Bureau.	Submission to the Hon. L. R. Peterson, Q.C., Minister of Labour, Victoria, B.C. Canadian Nettles. An address by the Hon. J. V. Clyne, Chairman of the Board and chief Executive officer, Macmillan Bloedel Limited, to the Board of Trade of Metropolitan Toronto.
226	January 17, 1967	H.E.P.C. of Ontario B.C. Department of Labour London Free Press Printing Company International Nickel Company of Canada Potash Company of America.	Submission to Royal Commission Inquiry into Labour Disputes, Hon. Ivan C. Rano, Commissioner. Proceedings of the 50th Anniversary Conference of the B.C. Department of Labour. Submission to the Select Committee on Labour Relations of the Ontario Legislature. Submission to the Select Committee on Labour Relations of the Ontario Legislature. Brief submitted to the labour - management legislative review committee legislative building. Regina.
224	February 2, 1967		
222	February, 6, 1967		
96	1967		
250	May 19, 1967		
76	1957		
79	January 22, 1958		
253	September 29, 1965		

EXHIBIT 5

The Selekman Model¹



1. IDEOLOGY

This structure is relatively infrequent, especially since 1949 when the CIO came to grips with those unions led by Communist sympathizers. But as long as any given structure of joint dealings remains in the hands of the ideologists, inevitably it remains also a conflict pattern. Of course, ideological unions --unions dedicated primarily to an ideology such as socialism or the transcendence of class over national considerations--are no new phenomena in American industrial relations. But the Communist and left-wing unions of the present day loom more formidable, because the party line they seek to serve via union policy ties in with an expanding imperialistic movement dominated by a powerful Communist state. Repeated observations have now made widely familiar the fluctuations of the party line with the changing issues of foreign relations stemming from the Kremlin throughout the defense period, the war, and the postwar years. Beyond any short-term changes in the bargaining program, accordingly, the ideological structure constitutes the most undeviating and ineradicable conflict pattern in industrial relations. For the party-line leaders accept neither the system of free collective bargaining nor the American democracy of which it is part.

2. CONFLICT

The conflict structure that arises from the determination of a management to refuse to deal with unions dominated industrial relations before 1933. Today it has become a secondary pattern in collective bargaining. Nevertheless, there still remain employers who hold onto the earlier determination to bar unions by all means at their disposal.

Whenever the union receives a majority mandate from the employees to whom it is appealing, the employer must embark upon joint dealings and collective relationships. Under a conflict structure, however, such an employer usually never really accepts the union. He does not yield to the union even a narrow, restricted scope, until he literally has to, get rid of the intruder. His acceptance

¹Benjamin M. Selekman et al., Problems in Labor Relations, 3rd ed. (New York: McGraw Hill, 1964), pp.5-7.

of joint dealings is an "imposed acceptance," imposed by law and by union power.

3. CONTAINMENT

In this structure, the union aggressively presses to extend its scope of action, and management strives with equal determination to contain it within bounds. The modes of joint dealing reflect in early years of relationships the responses of leaders on both sides to the sheer newness of the relations into which they suddenly have found themselves plunged by legal compulsions and organizing force.

By the nature of things, every characteristic phase of bargaining practice is held to the strict limits of legal obligation. In negotiating the agreement, management gives way as gradually as possible. The scope of negotiation is not only rigidly defined but consistently held to the traditional subject matter of wages, hours, and conditions of employment. Agreements are strictly construed. Legalistic interpretation and insistence upon disciplined observance of contractual obligations characterize daily administration.

It should be borne in mind, however, that conflict or containment as a tactic is employed even when relationships are cast on the balance-of-power pattern or even accommodation or cooperation. In any given negotiation of a new contract, the union's demands may be excessive in the judgment of management. The union risks a strike, but management may prefer the losses incurred by a showdown of power as against potential losses in its competitive position if it accedes to the men's demands. Likewise, management may decide to contain a union's attempts to interfere in what is deemed essential to its capacity to keep the plant productive and efficient.

The three structures just described--ideology, conflict, and containment--may be said to be on the left side of the balance of power. As such they are characterized by using power primarily for a sort of coexistence or a holding action to see what are the possible next steps in the evolution of relationships. The parties are always on the verge of a showdown and recourse to naked power.

4. POWER-BARGAINING

Power-bargaining continues an old-style pattern of conflict with roots extending far back in industrial history. But unlike the basic conflict patterns stemming from nonacceptance of the bargaining institution as such, the parties to power-bargaining generally accept not only one another but also the unqualified logic of the market place. Indeed, the outstanding representatives of power-bargaining among the unions are often conservatives, even in their politics, with little interest in idealistic "trimmings" that might "dress up" their hard-boiled willingness to exact by every pressure within their power the last ounce of advantage that economic conditions at any given time make possible.

Indeed, throughout the joint dealings the frank manipulation of relative power dominates relations. Whatever the background development behind any specific structure of power-bargaining, strong and securely established unions face strong and often often associated, employers. The implications of strength and relatively balanced power are faced; each side "accepts" the other as sovereign spokesman for its side. And they accept each other as practical men and economic realists.

We come now to those structures which are on the right side of balance of power. These are characterized by an attempt to use power to bring about positive relationship and to avoid any recourse to naked power. These structures are accommodation, cooperation, and deal-bargaining.

5. ACCOMMODATION

The structure of accommodation has many likenesses, as would be anticipated, to the structure of cooperation. Accommodation may be differentiated from cooperation in joint dealings by two broad tests: (1) the scope of mutuality and (2) the intangibles of underlying spirit.

By and large, managements and unions who deal together within relationships of accommodation tend to confine their cooperative approaches to what may be termed the traditional agenda of collective bargaining. They still concentrate practice and procedure upon establishing wages, hours, and conditions of employment and then upon administering the jointly established standards. Although not unduly alarmist about the potential of every demand for encroaching upon managerial prerogatives or of every counterdemand for affecting shop rights, the parties to accommodative bargaining do maintain alert watchfulness upon these ramparts of principle, these orbits of respective equities and privileges.

But within these bounds the leaders, the ranks, and the organizations linked by relationships of accommodation interact within comfortably "customary," familiar patterns of behavior. They have evolved their routines of recognizing functions and settling differences. They have learned how to adjust one to another in daily affairs, to accept the reduction of conflict as an accomplishment without demanding its total elimination. They have proved themselves willing to compromise whenever possible, to conciliate whenever necessary, and to tolerate at all times.

6. CO-OPERATION

This structure is characterized by the fact that the parties extend mutual concerns beyond the familiar matters of wages, hours, and conditions. They also recognize productive efficiency, the solvency of business, elimination of waste, advance of technology, and so on, as components in their common interest. The union accepts managerial problems as being of concern to labour; management recognizes its stake in stable, effective unionism; together they dispose

of problems as they arise. Differences are recognized elements of cooperative dealings, whether at the negotiating table or the grievance meeting. Similarly, mutual acceptance carries over to active subscription, on the part of the union, to the right and the need of union participation.

7. DEAL-BARGAINING

Deal-bargaining undoubtedly requires a high degree of cooperation and mutual understanding between the management and the union leaders who engage in it. By the very nature of the deal, it is a device limited to top leadership. This is at once the source of its strength and its weakness. Belonging to the strength diplomacy of bargaining, it naturally does not reveal itself explicitly in the records. Yet all familiar with concrete experiences can testify to the wide prevalence of the deal - in negotiation, in grievance settlement, in arbitration, in rate setting, in strike settlements, and in other joint activities. Indeed, deal-bargaining represents a rooted American habit: We have always enjoyed making "good deals". In case study, indices of its existence must be sought between the lines of the record or in the recurrent troubles in the ranks: the misunderstandings and wildcat strikes that must be faced by the leaders who have failed to communicate adequately to the ranks the reasons for and the results of their "deal".

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EXHIBIT 6

Representative Statements
for the Categories of the
Selekman model.

CODE 2 Conflict

"There are also many members of the Association whose employees do not want or have rejected representation by trade unions. We submit that the legislation and its administration should protect with the same vigilance the employee's freedom not to join a trade union as it protects the employee's freedom to join a trade union." #70p.3

"The unions, on the other hand, are primarily concerned with their own existence as well as the protection of their members. It follows that unions cannot have the same degree of interest in, nor would, nor could accept responsibility for, other aspects of the total enterprise." #16 p.8

"There must also, I emphasize, be effective communication with the union. Managements failure to recognize this reveals that it has not fully accepted the legitimate role of the union ...". #221 p.66

"It probably goes without saying that any employer who can operate successfully without a Trade Union representing his employees, would be unwise to operate with one, unless a majority of his employees genuinely wish to be represented by a Trade Union" #251 p.1

CODE 3 Containment

" We submit that the Act should be amended in order to make it abundantly clear that the refusal of any group of employees to carry out the obligations which they have assumed when they entered into a contract of employment or the refusal of a union to carry out the obligation which it assumes when it undertakes to supply labour upon agreed terms and conditions, is in no way excused or made less a breach of contract or duty, merely because some other Union or some other organisation has posted a picket line." # 41 p. 10.

"... we make the statement that the Unions are determined to be certified for as large an area as possible.

During the discussions with the union representatives at the Joint Labour - Management Conference, we were unable to come to any form of agreement on this very important subject.

We therefore respectfully recommend for your consideration that the criteria for all area certifications issued by the Labour Relations Board be an area not larger than a single 'Labour Market Area'." #31, p. 15.

"We suggest that under present circumstances neither the law nor the administration of the law need display quite the same solicitude for unions as it has done in the past." #1, p. 12.

"... we urge that in any civil rights legislations which may be enacted by Parliament, the principle of the 'right to work' without the requirement of membership in any organization should be fully recognized." #1, p.1.

"The primary function of a union in the field of employer - employee relations is to act at the request of employees and as their agent in negotiating collective agreement with their employer. It may well be that when acting in this capacity unions should be accorded certain protection but a union is merely the mouthpiece of the employees in expressing the employees' right to bargain collectively with their employer." #79, p.7

" The ability of an employer to continue to operate his business...is parallel to the the employees' right to obtain.. employment elsewhere. It is also the employers' only reciprocal countermeasure to the unions right to strike now that the lock-out is no longer of any practical application." #69, p. 17.

"Finally the Board is pleased to note that the Bill does not involve any material infringement of management functions. #58, p.1

"...local Boards of Trade and Chambers of Commerce take the leaderships.in seeing to it that existing laws relating to picketing and intimidation are enforced by the appropriate law enforcement agencies." #170, p.15.

CODE 3 Containment (continued)

"The law should be enforced equally upon employers, employees and trade unions, Employers have already had to accept numerous legislative controls. It is not only equitable but essential that trade unions should be required to do likewise. #70, p.19

"Management is gravely concerned at the possibility of any legislation in respect to the introduction of technological improvements which might in effect make such introduction dependent upon the concurrence of unions." #16 p. 5.

"The danger that unions may set too high a price on their concurrence in managerial decisions may not be immediately apparent." #16 p. 7.

"One question which must be faced clearly and forthrightly is whether or not unions want co-determination or joint management in Canadian industry. Management is definitely and firmly against such an arrangement." #16, P. 14

"... unions themselves have recognized their more limited roll as being that of spokesman or advocate for employies; a defender or protector of laborers interests. We agree that this is their legitimate role and submit that legislature action based on any other assumption as to the role of unions would be wrong..." #16 p.15

"... the Act should be amended to set out a clear statement of an employee's freedom to refrain from joining a trade union." #50, p. 9.

"The Act should be revised to preclude the insertion in collective agreements of a requirement for compulsory trade unions membership as a condition of obtaining or retaining work. #50, p.21.

CODE 4 Power Bargaining

"It is also recognized in all democratic countries that the purpose and policy of labour relations legislation should be its keep the powers of labour and management in reasonable balance so that one may not be in a position to dominate the other....

#70, p.4

"We do not contend nor would we agree that management should be a law unto itself....

#16, p.2

"Union recognition and the signing of a collective agreement improve certain restrictions and obligations on management."

#16, p. 12.

"The Board is pleased to observe that compulsion, both negative and affirmative, has been in the main limited to negotiating with a view to reaching a collective agreement and that management and labour have been left such a large measure of freedom of agreement as to the terms and conditions of collective bargaining # 58, p.1

".... the parties must, except where an essential public service is involved, be free to withhold services from each other as an ultimate bargaining device." #97, p.24

"The denial of bargainign rights is not cousonant with modern industrial relations practice..... In our experience, watchmen and security guargs have rarely vegated their responsibilities and even if their representative union insisted that they join the strike action and withdraw their services, management could by the use of supervisory personnel provide the protection services required." # 246, P.2.

"... except in cases of absolute necessity, i.e., when the health and safety of the public are affected, compulsory arbtration is repugnant to collective bargaining and labour management relations. #246, p/ 3.

".... we know that it is now generally recognized by our society during the present phase of labour-management relationship that unions have the right to negotiate for some degree of union security."

#249E, p.9

"His standard of living and his ability to purchase goods are determined by his take - home pay - his monthly and annual earnings. These earnings already place him in the highest category of industrial workers. There is utterly no justification for any wage increase for locomotive engineers." #127, p. 12

"The proposals which the company has outlined in this statement are fair and reasonable and, in the main, are for the purpose of clarification.

In the light of all these facts as indicated the proposals of the employees are unjustified and unwarranted."

#192, p/ 56

CODE 5 Accommodation

"It is obviously important to business and industry and to the economic welfare of all Canadians as well that good relations between employers and their employees be maintained. Essential to such good relations is a mutual recognition of, and respect for the rights and interests of all concerned. #70, p.3.

"Advance notice of major changes is universally recognized by employers as desirable and almost a "right " of employees." #16, p.3.

"I do not know of any management which would dispute such obligations or argue in this day and age that management should be a law unto itself in such matters. Certainly the record clearly establishes that industrial management as a whole has been very much convinced to behave in an enlightened and progressive way." #238X, p.8

"... the railways suggest the establishment of a joint committee of management and employers to see what can be worked out with fairness to both parties... # 180,p.16

"A Labour Management Relations Committee has been established composed of appointees of the Building Trades Council of Winnipeg and from the Exchange as a liaison group to develop a harmonious relationship between management and Labour. This does not mean that all is well." #29, p.5

CODE 6 Co - Operation

"... management is fully aware of the problems of technological change and has an excellent record generally of effectively overcoming them with a number of constructive programs, in some instances with Government and union co-operation. # 16, p.2.

" Some employers have gone a step further and established formal joint committees on technological change." #16, p.3.

"The Canadian Chamber of Commerce believes that one of the principal keys to success in the attainment of increased productivity is co - operation based on mutual trust between employers and employees." #170, p/ 12.

"... Ontario Hydro's Adam Beck construction project a few years back, which involved a hundred million dollars , about five thousand workers, and eighteen craft unions. The approach adopted by the unions and employers produced results. I know there was mutual trust. It didn't come easily, but the outcome of it was that there was not a lost day in the five years of the project." #22I, p.127.

"Age limits and medical standards for selected jobs are some times relaxed to facilitate the placement of rehabilitation cases. By agreement with the unions certain occupations are resumed largely for disabled employees otherwise unable to continue in their regular jobs." #120, p.37

"Capitalism, I believe can and will meet its responsibilities if the interested parties will get down to admitting that there is no basic conflict in the interests of management and labour, and if there is a general acceptance of basic Christian principles as a bases of operation. Each needs the other." #238H, p.5.

EXHIBIT 7

<u>CODE</u>	<u>ISSUES</u>
10.	Union freedom from usual legal controls and responsibilities; protection of law to unions; union freedom from damage suits; power of union trustees; control of unions from U.S.A.; power of international unions over locals.
11.	Economic strength of unions; union power; union security.
12.	Restrictions on employer communications to employees concerning labour relations; none on unions.
13.	Right of employer to attempt to continue operations during legal strike.
14.	Rights of individual (employees not on strike, customers, public, etc.) during legal strike.
15.	Union breach of law and moral responsibility (illegal strikes and picketing, intimidation, assault, property damage, etc., implicit sanction of these); slow down; restriction of production; strike votes before negotiations conclude; mystery pickets.
16.	Organizational picketing and secondary boycotts.
17.	Use of injunctions.
18.	Jurisdictional disputes.
19.	The functions and powers of labour and arbitration boards and the courts; judicial review of decisions.
20.	Use of judges in arbitration and conciliation; problems of impartiality of lay arbitrators.
21.	Exclusion of confidential and supervisory employees from bargaining unit; definition of "employee".
22.	Right to work; right of individual to join or not to join a union or an employer or an employers' organization; general individual and group rights; compulsory check off; closed shop; union shop; union funds for political purposes.
23.	Negligence or inability of authorities to enforce law; necessity for employers to initiate action and prosecution; cumbersome procedure; observance of law by all parties; responsibility under law.
24.	Certification by majority of employees eligible to vote; certification and decertification procedures.

25. Right to strike and lockout; political decision if denied; compulsory arbitration of essential public services disputes; minimum government regulation and intervention; compulsion generally in labour relations.
26. Government establishing by law conditions that have been subject to collective bargaining.
27. Prohibited alteration of wages and working conditions pending renewal of agreements.
28. Lack of protection in construction industry for unorganized worker and responsible employer; inadequacy of Ind. Std. Act and conflict with L.R. Act; general inadequacy of various Acts for construction industry; union-management problems and relationships peculiar to construction industry; multiplicity of unions and agreements.
29. Craft unions in construction industry are really business institutions; monopoly control over supply of labour.
30. Rejection of negotiating committees' settlement by union membership.
31. Right to strike or lockout during agreement; bargaining during agreement.
32. Competency of tradesmen in their trade (construction industry)
33. Wage areas and schedules in construction industry.
34. Employees on negotiating committee.
35. Wage parity with U.S.A.; productivity; higher wages; minimum wages; shorter work week; hours of work.
36. Public interest during labour disputes.
37. Managements rights and responsibilities in defining, allocating, eliminating jobs, contracting out, etc.; unacceptability of Freedman report; manufacturer's right to install and maintain equipment of his own make with own workers and at own pay rates; management rights generally.
38. Insincerity of parties in using conciliation officers and boards.
39. Recognition of strikes and lockouts on points of revision of agreement.
40. Rights of parties to choose their representatives before boards.

41. Validity of strike votes; strike procedures; secret ballots.
42. Ministerial power and discretion; ministerial consent to prosecute.
43. Equal legal rights for municipal and non-municipal hospitals.
44. Communist influence and control in unions.
45. Retention of provincial jurisdiction over industrial relations.
46. Shortage of qualified persons for conciliation and arbitration.
47. Impact of changing technology and necessity to adjust.

EXHIBIT 8

<u>CODE</u>	<u>RECOMMENDATIONS</u>
60.	Exclude supervisors, security, and confidential employees from bargaining unit; define "employee" and "employer".
61.	Allow employers free expression of views or arguments.
62.	Prohibit slow-downs or restriction of production.
63.	Prohibit discharge or refusal to hire of employee in union shop for lack of union membership except by reason of failure to pay union dues; restrict union power to bring about discharge by expulsion from the union.
64.	Give Board power to refuse certification of a craft union where an established plant wide union exists; allow certification of splinter units only on vote of majority of all unionized employees in plant; agreement to run to expiry date even if certified union changes during its life; provide for periodic review of appropriateness of unit for certification; restrict time period when another union may apply for certification; establish ratification procedures for agreement where union not certified; provide for decertification at expiry of agreement if majority in unit wish.
65.	Take representation vote for certification or decertification in all cases; government supervised votes; secret ballots; prove union membership; require majority vote of all in unit, not just those voting.
66.	Restrict bargaining situations where unions represented by other than employees; require employees on negotiating committee; submit proposals in negotiations to secret ballots by members of unit.
67.	Empower Minister of Labour to conduct a return-to-work vote in a legal strike.
68.	Establish regulations for unions similar to those for employers under the Companies Act; makes unions legal entities capable of suing and being sued; repeal Rights of Labour Act; both parties responsible under law; equal penalties to union and employer; licensing of unions.
69.	Provide for judicial review of board and arbitration decisions and right of appeal.
70.	Require all parties to obey the law; enforce law promptly; no bargaining during agreement - follow grievance procedure.
71.	Reject demand by unions to permit strikes during agreement.
72.	Crown initiate prosecution on breach of law rather than aggrieved party; sanctions against parties contravening Acts.
73.	Testing program for certification of competency in a trade.
74.	Exemption of construction industry from some provisions in L.R. and Ind. Std. Acts; define segments of the industry; establish schedules in line with predominant

agreements; enforce schedules and competency; special provisions in Acts for construction industry or separate Act.

75. Retain use of injunction; improve procedures; crown enforce orders.
76. Prohibit secondary boycotts and picketing in jurisdictional and organizational disputes; establish control and co-ordination measures for jurisdictional disputes and work assignments.
77. Prohibit strike votes until completion of conciliation procedures.
78. Require settlements reached by negotiating committees to be binding.
79. Give employee right to join or not to join union; membership in a union should not be a condition of employment; protect individual and employer rights; voluntary payment of dues; decide degree of "union security" by bargaining; restrict voluntary check-off to monthly payment of dues.
80. Restrict board powers to investigation and policy; courts to have jurisdiction over all breaches and questions of law; subject all decisions to judicial review; establish right of appeal; allow parties to choose own representatives before boards; no civil servants on boards; written decisions from L.R. boards.
81. Declare picketing unlawful if its purpose is unlawful; regulate picketing by law; allow picketing only at operation where strike vote was taken.
82. Shorten allowed time to commence legal strike after vote; establish short waiting period before striking after vote.
83. Strike on majority vote of all in unit, not just those voting; where more than one union certified entitle all to vote on strike; retain free collective bargaining and right to strike and lockout generally.
84. Government to have discretionary power to prevent work stoppages that seriously affect public interest in a predetermined manner; no compulsory arbitration generally; prohibit strikes and lockouts in public service.
85. Certification should be only for specific operations in specific locations.
86. Uniform expiry dates for multiple agreements in the plant and in construction industry areas.
87. Allow judges to serve as arbitrators and conciliators.
88. Minimum wages, holidays and other working conditions established by law should not exceed those existing under collective agreements; minimum government regulation generally; do not require consent to prosecute; strive for uniformity amongst provinces.

89. Modify legislation where certain constraints are set out to allow for variation in the constraints by collective agreement without violation of the principle; remove any restrictions on maximum length of agreement - minimum one year and decide on more by bargaining.
90. Conciliation reports should state only if successful or unsuccessful in getting parties to agree; in cases of public interest make a confidential report to the minister.
91. Spell out procedures of arbitration in labour disputes in the Labour Relations Acts; require every agreement to have a terminal arbitration clause.
92. Protect position of union after change in ownership if business remains substantially the same; clarify responsibilities and rights of parties in mergers.
93. Protect rights of Canadian locals and members of international unions; control Canadian labour relations by Canadians.
94. Deny strikers who take jobs with other employers a vote concerning any issues relative to the dispute.
95. Publish conciliation board reports concerning essential services; publish L.R. board decisions and reasons.
96. Do not bind successor companies to existing agreements.
97. Government supervised strike votes; secret ballot; control and definition of strike and lockout privilege; no strike vote until right to strike exists; voting only by employees of employer concerned; prohibit strikes and lockouts during term of agreement.
98. Protect rights of management in control of technology, operations, work force; allow employer to exercise rights he had under the agreement during negotiation and conciliation.
99. Business, government, and labour co-operate in training; joint union-management responsibility for pension and welfare trust funds.
100. Allow manufacturers to use own employees at own rates for installation and maintenance of own goods; exempt manufacturers from Ind. Std. Act; L.R. Act take precedence over Ind. Std. Act where applicable.
101. Train law enforcement agencies and officers in proper and prompt handling of labour disputes.

102. No certification if union Communist controlled; no legislative protection to communist or criminal dominated organizations.
103. Recruit and train qualified persons for mediation and arbitration; abandon conciliation boards; establish mediation service with professional staff.
104. Appoint full time labour relations board.
105. Allow for exception or consideration for special problems of specific industries in labour legislation, particularly federal.
106. Require union, as well as employer, to bargain collectively.
107. Exempt railways from provisions of any national safety act as Board of Transport Commissioners has jurisdiction.
108. Longer run agreements - 5 years and more.

EXHIBIT 9

SHEET NO.		ORGANIZATION: <i>Canadian Manufacturers' Association</i>		LABOUR RELATIONS TASK FORCE CODING SHEET		AUGUST 1967	
115		DOCUMENT IDENTIFICATION NUMBER(S) <i>70</i>					
		SELEMAN MODEL		ISSUES		CODE NUMBERS	
				RECOMMENDATIONS			
YEAR	1	2	3	4	5	6	7
1946	10	11	12	13	14	15	16
1947	17	18	19	20	21	22	23
1948	24	25	26	27	28	29	30
1949	31	32	33	34	35	36	37
1950	38	39	40	41	42	43	44
1951	45	46	47	48	49	50	51
1952	52	53	54	55	56	57	58
1953	59	60	61	62	63	64	65
1954	66	67	68	69	70	71	72
1955	73	74	75	76	77	78	79
1956	80	81	82	83	84	85	86
1957	87	88	89	90	91	92	93
1958	94	95	96	97	98	99	100
1959	101	102	103	104	105	106	107
1960	108	109	110	111	112	113	114
1961	115	116	117	118	119	120	121
1962	122	123	124	125	126	127	128
1963	129	130	131	132	133	134	135
1964	136	137	138	139	140	141	142
1965	143	144	145	146	147	148	149
1966	150	151	152	153	154	155	156
1967	157	158	159	160	161	162	163

EXHIBIT 10A

ORGANIZATION: Canadian Chamber of Commerce

SHEET NUMBER: 500

Curve of average yearly attitude scores from Table 3.

———— Connects readings from one year to the next year.

----- Connects readings from one year to the next year with a reading where there are one or more intervening years without a reading.

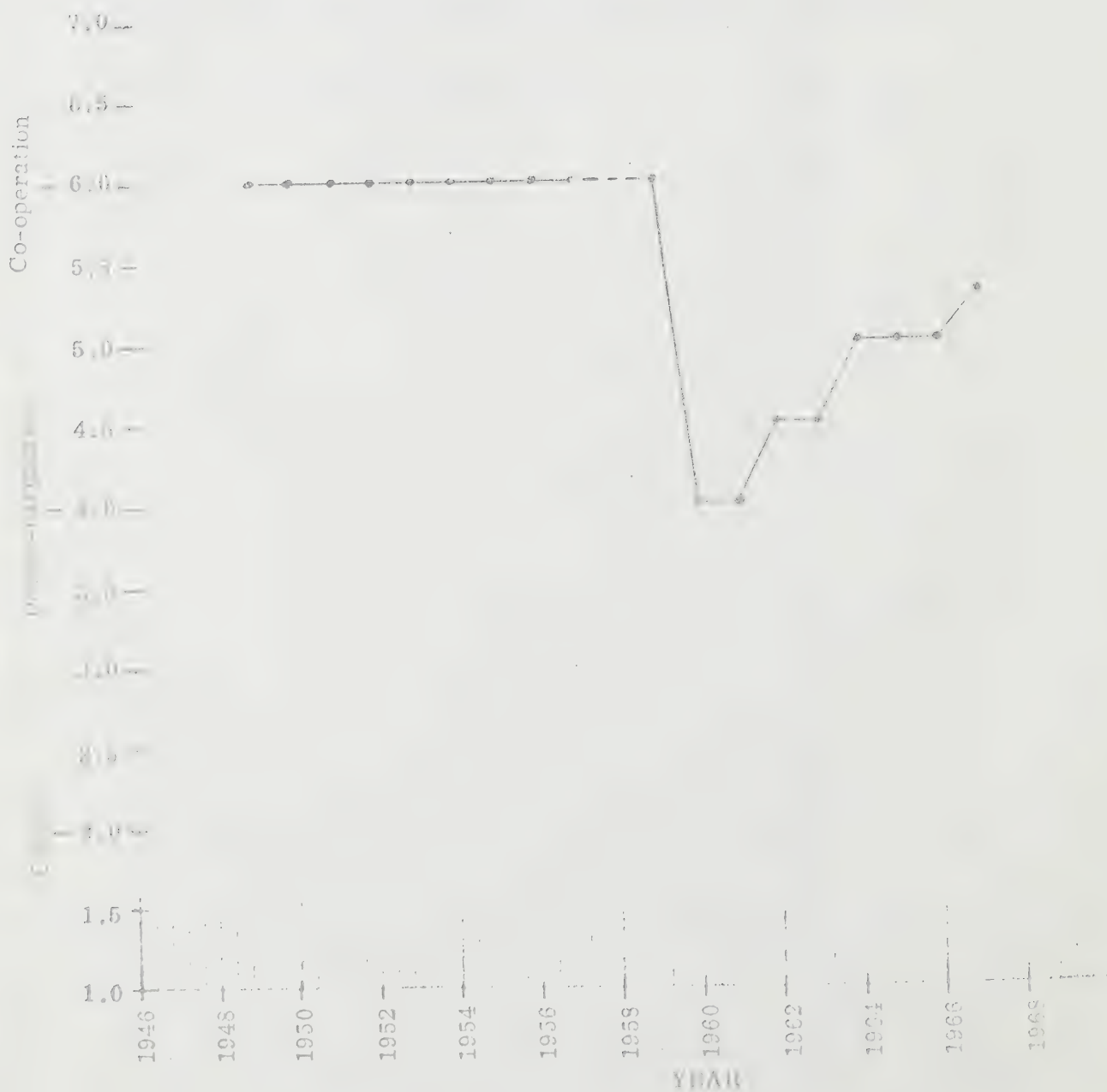


EXHIBIT 10B

ORGANIZATION: Provincial Chambers of Commerce

SHEET NUMBER: 501

Curve of average yearly attitude scores from Table 3.

- Connects readings from one year to the next year.
- Connects readings from one year to the next year with a reading where there are one or more intervening years without a reading.

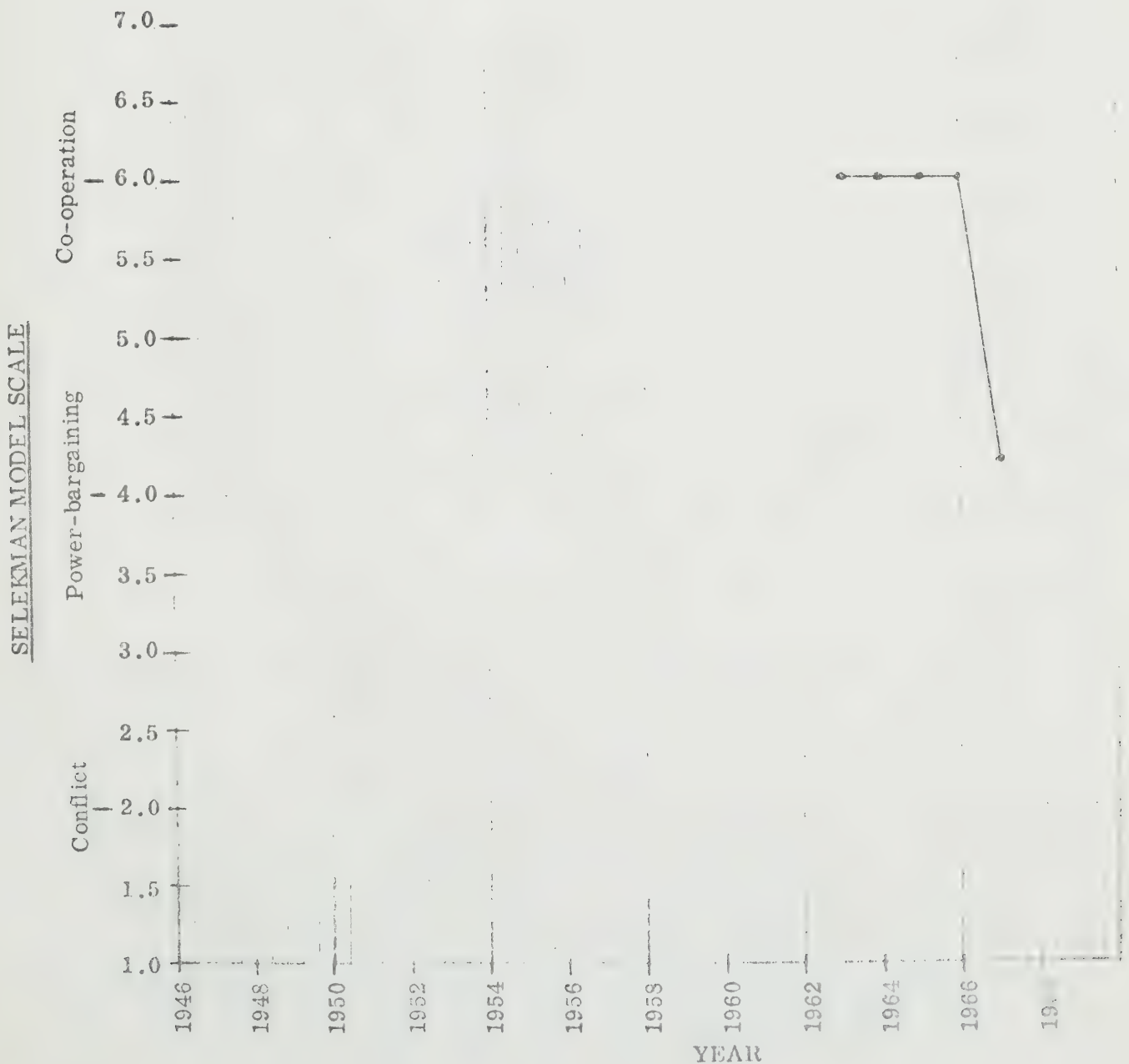


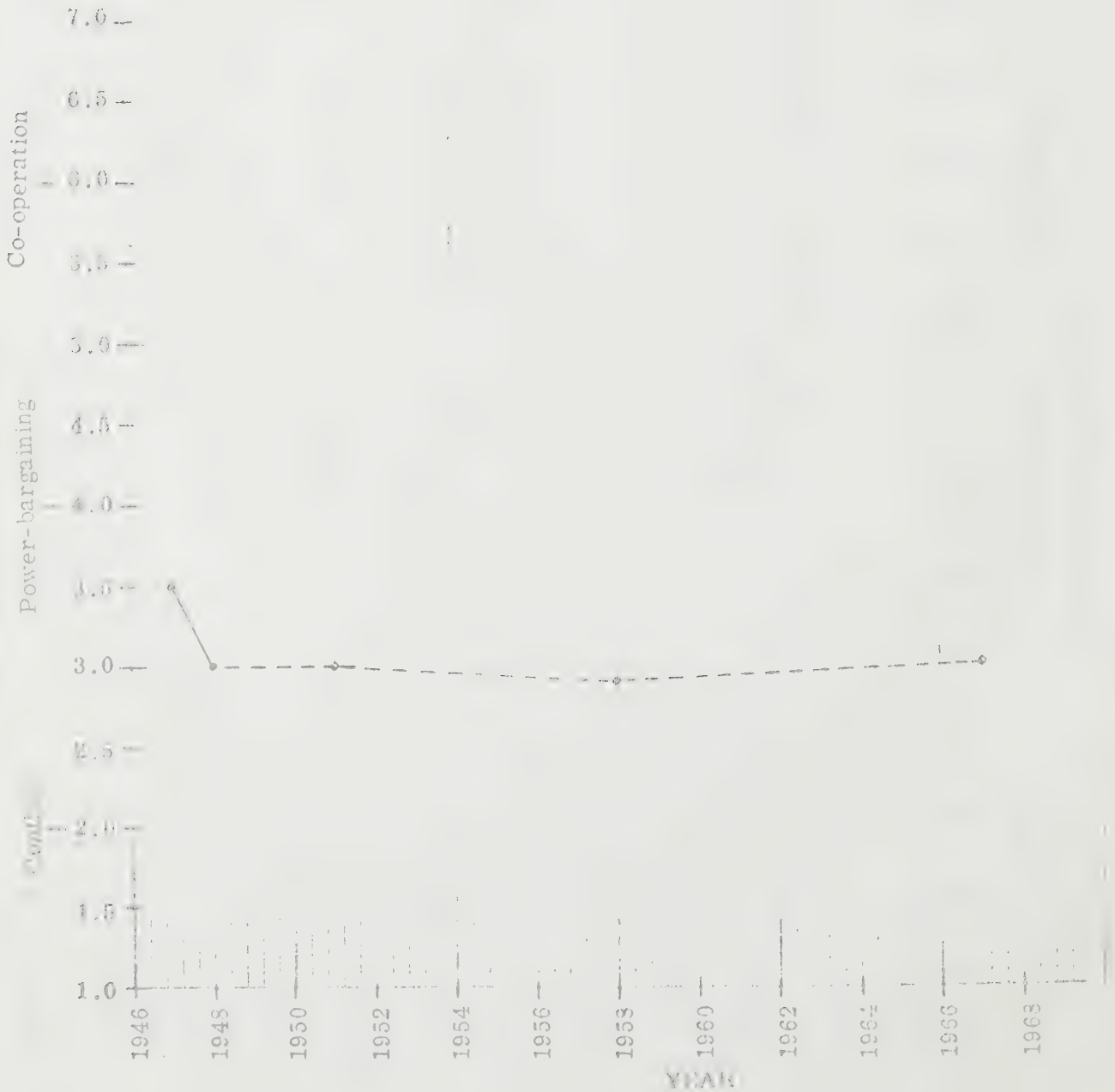
EXHIBIT 10C

ORGANIZATION: Toronto Board of Trade

SHEET NUMBER: 502

Curve of average yearly attitude scores from Table 3.

- Connects readings from one year to the next year.
- Connects readings from one year to the next year with a reading where there are one or more intervening years without a reading.



SELEMAN MODEL SCALE

EXHIBIT 10D

ORGANIZATION: Vancouver Board of Trade

SHEET NUMBER: 503

Curve of average yearly attitude scores from Table 3.

————— Connects readings from one year to the next year.

----- Connects readings from one year to the next year with a reading where there are one or more intervening years without a reading.

SELEKMAN MODEL SCALE

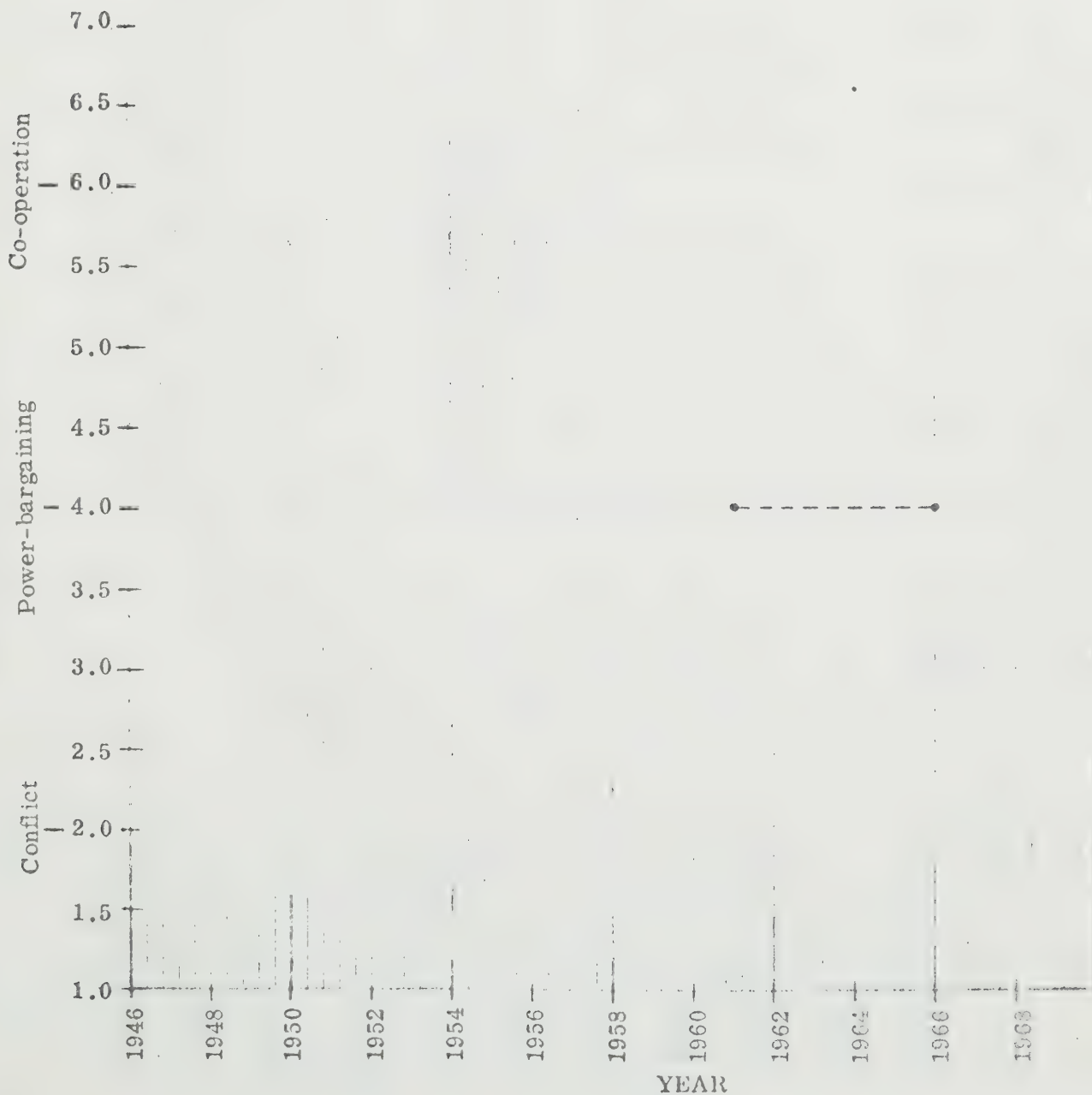


EXHIBIT 10E

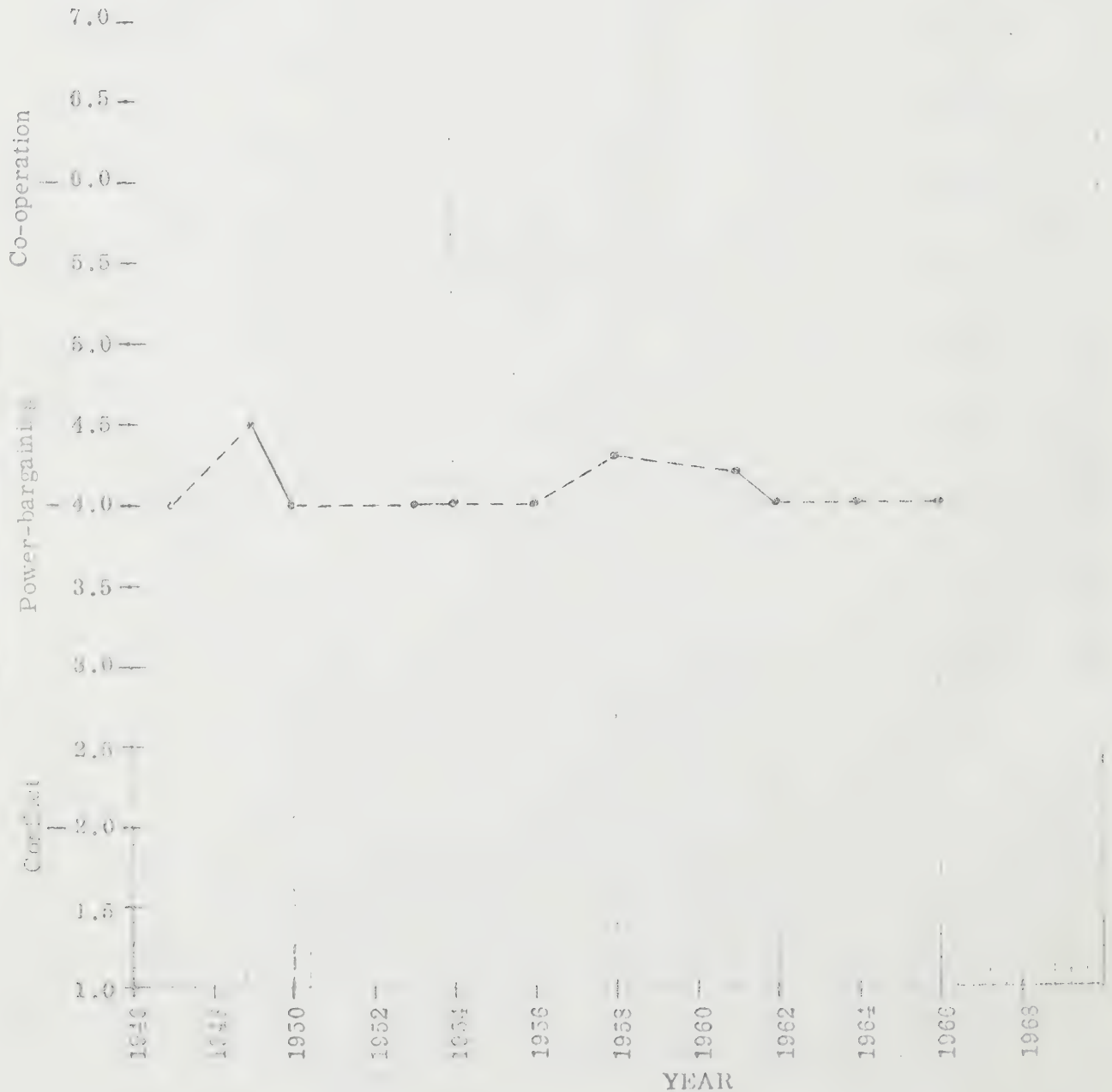
ORGANIZATION: Railway Association of Canada,
C.N.R. and C.P.R. railway operations

SHEET NUMBER: 506

Curve of average yearly attitude scores from Table 3.

———— Connects readings from one year to the next year.

----- Connects readings from one year to the next year with a reading where there are one or more intervening years without a reading.



SELEMAN MODEL SCALE

EXHIBIT 10F

ORGANIZATION: C.N.R. and C.P.R. Hotels and Steamships SHEET NUMBER: 507

Curve of average yearly attitude scores from Table 3.

———— Connects readings from one year to the next year.

----- Connects readings from one year to the next year with a reading where there are one or more intervening years without a reading.

SELEKMAN MODEL SCALE

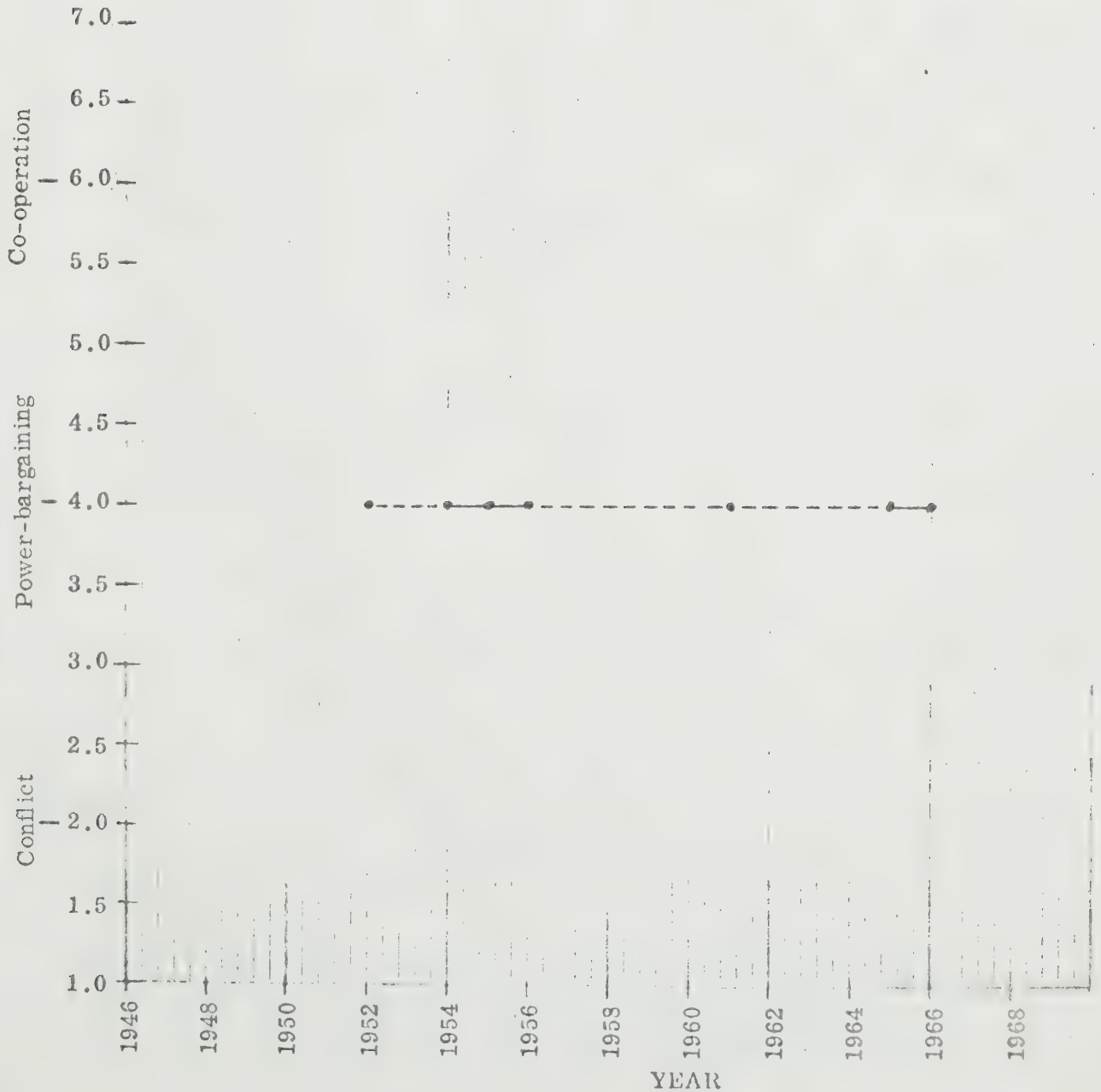


EXHIBIT 10G

ORGANIZATION: Construction Associations

SHEET NUMBER: 508

Curve of average yearly attitude scores from Table 3.

———— Connects readings from one year to the next year.

----- Connects readings from one year to the next year with a reading where there are one or more intervening years without a reading.

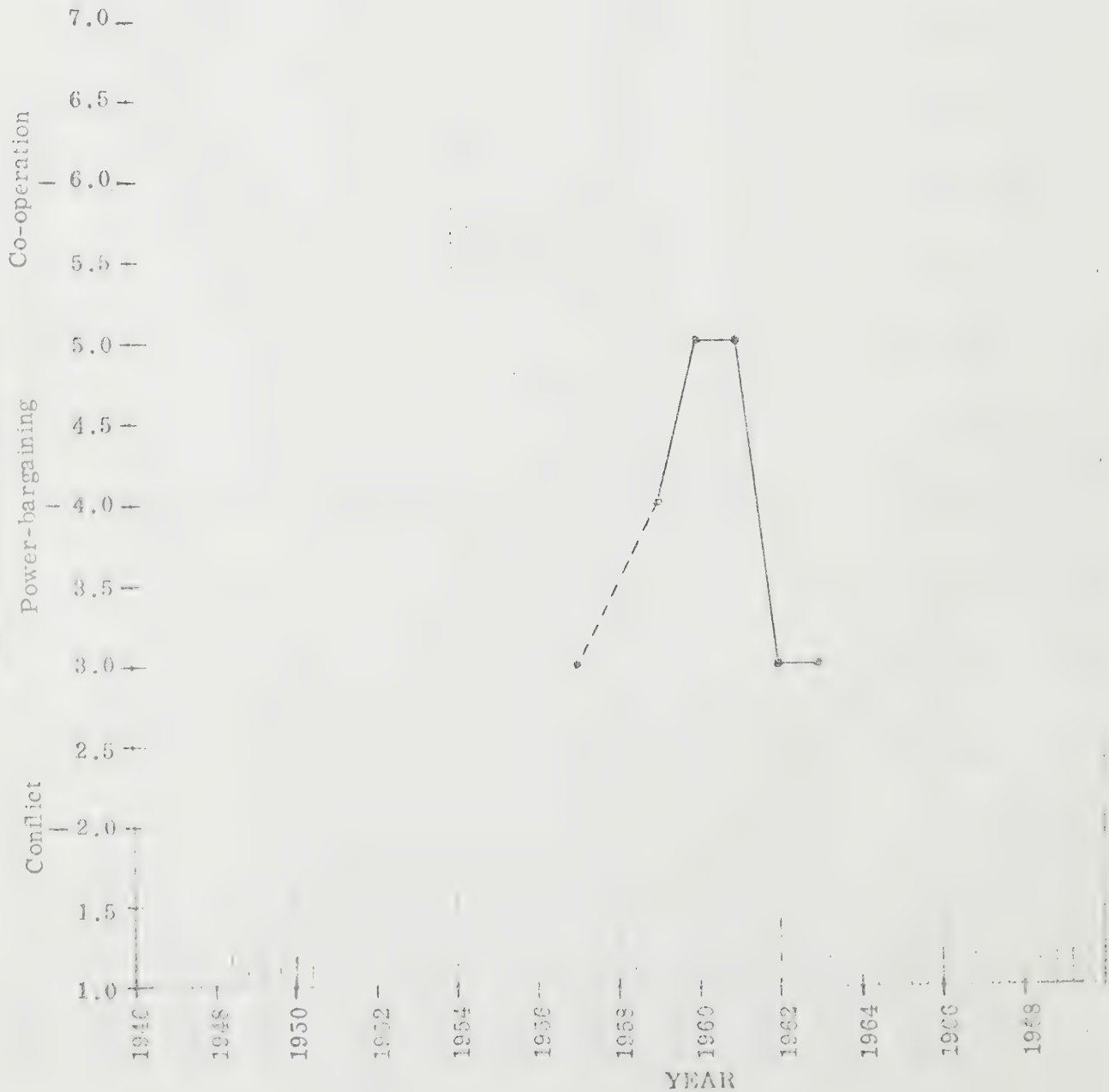


EXHIBIT 10H

ORGANIZATION: Canadian Manufacturers' Association

SHEET NUMBER: 509

Curve of average yearly attitude scores from Table 3.

————— Connects readings from one year to the next year.

- - - - - Connects readings from one year to the next year with a reading where there are one or more intervening years without a reading.

SELEKMAN MODEL SCALE

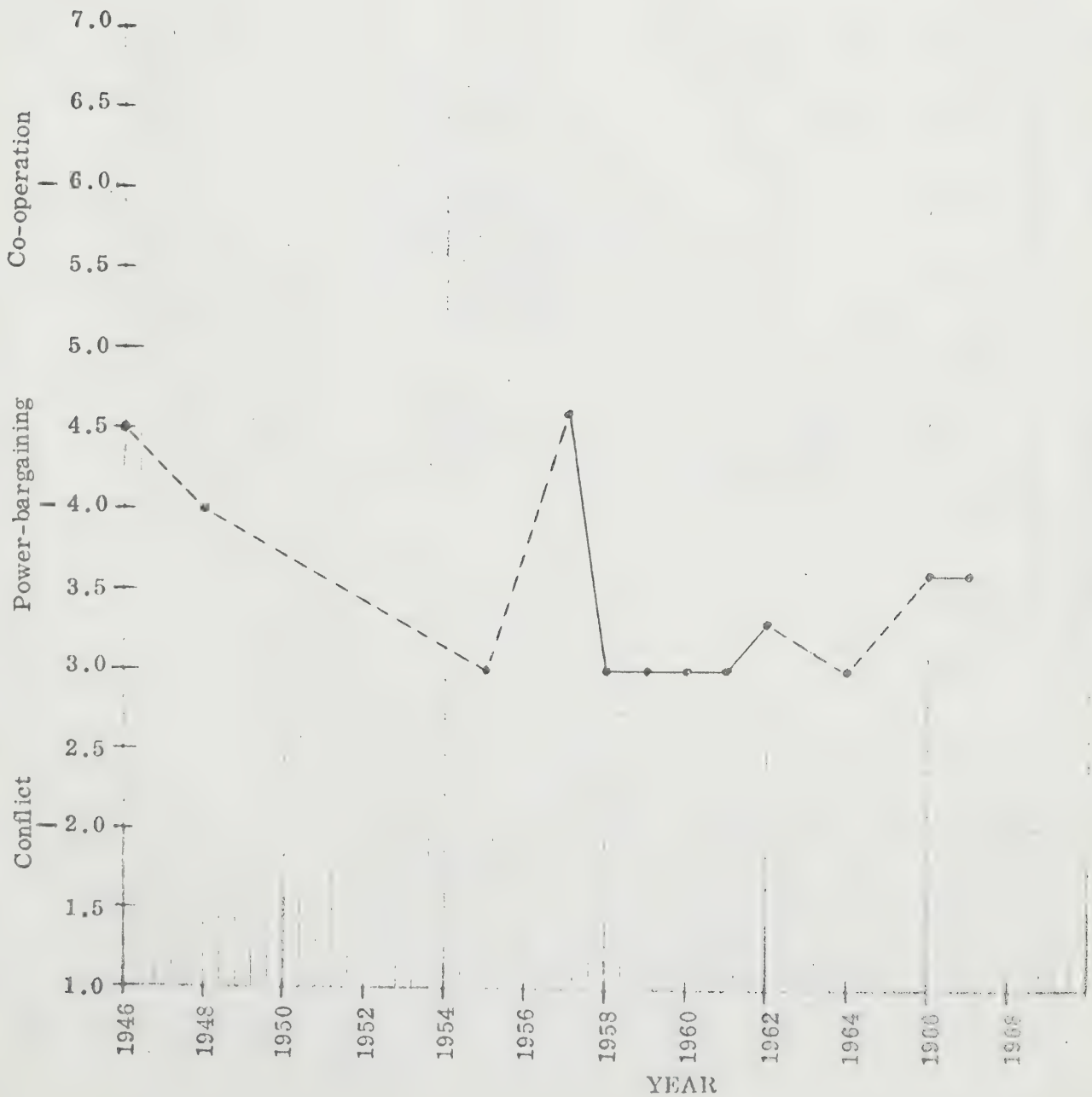


EXHIBIT 10 I

ORGANIZATION: Individual Companies

SHEET NUMBER: 510

Curve of average yearly attitude scores from Table 3.

———— Connects readings from one year to the next year.

----- Connects readings from one year to the next year with a reading where there are one or more intervening years without a reading.

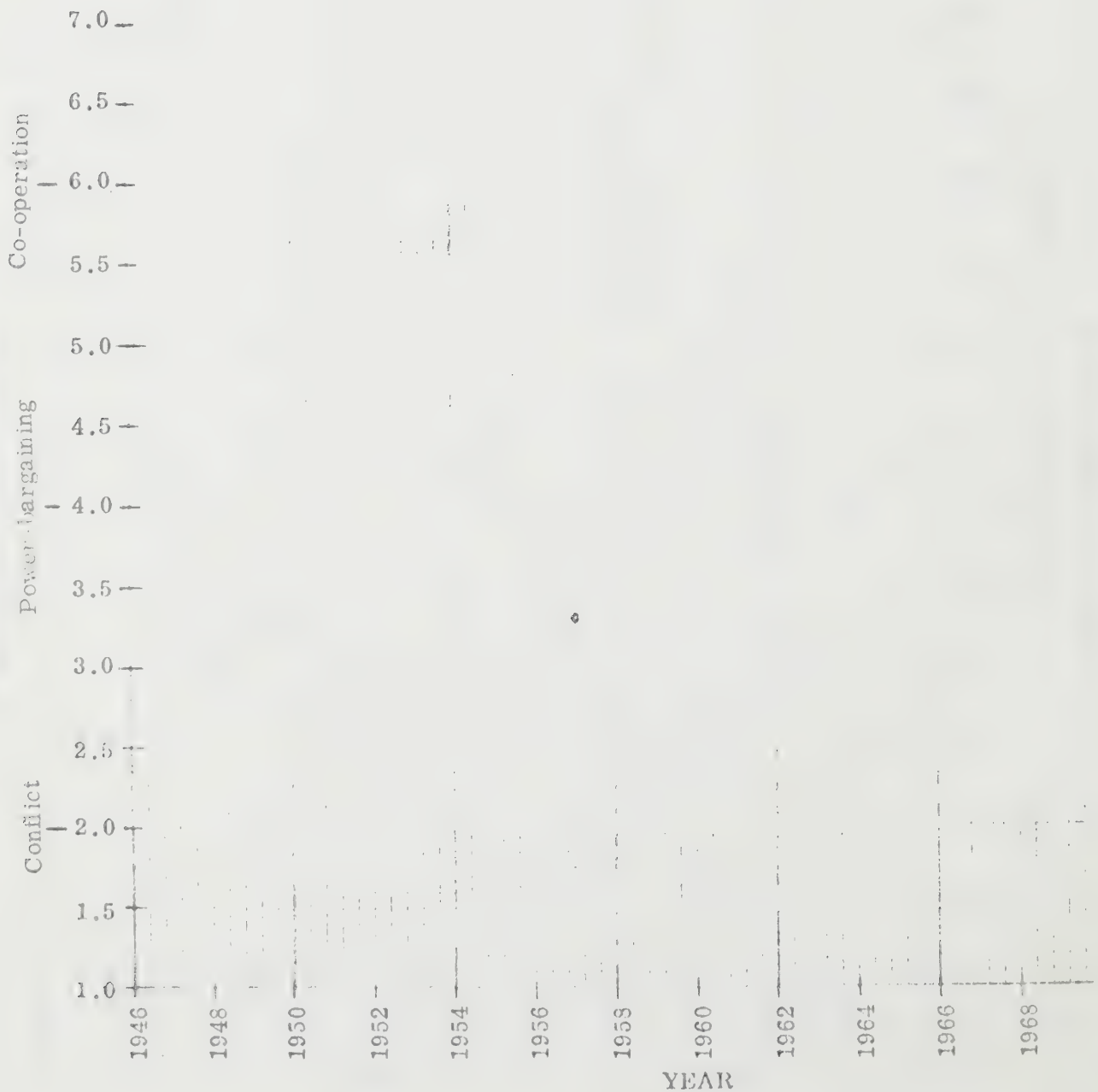


EXHIBIT 10J

ORGANIZATION: Miscellaneous Associations and
Employer Groups

SHEET NUMBER: 512

Curve of average yearly attitude scores from Table 3.

————— Connects readings from one year to the next year.

----- Connects readings from one year to the next
year with a reading where there are one or
more intervening years without a reading.

SELEKMAN MODEL SCALE

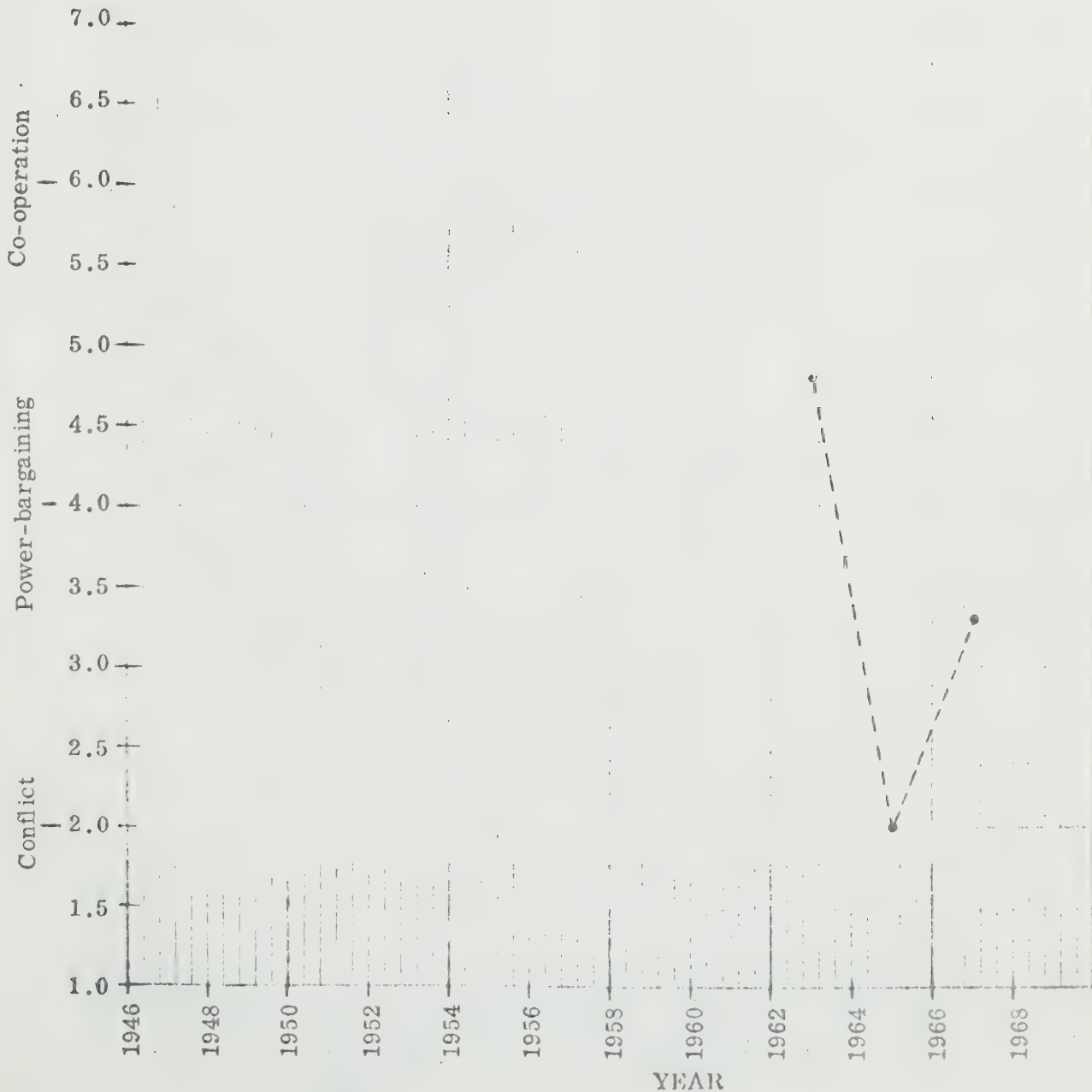


EXHIBIT 10K

ORGANIZATION: All Chambers of Commerce and Boards
of Trade

SHEET NUMBER: 513

Curve of average yearly attitude scores from Table 3.

———— Connects readings from one year to the next year.
----- Connects readings from one year to the next year with a reading where there are one or more intervening years without a reading.

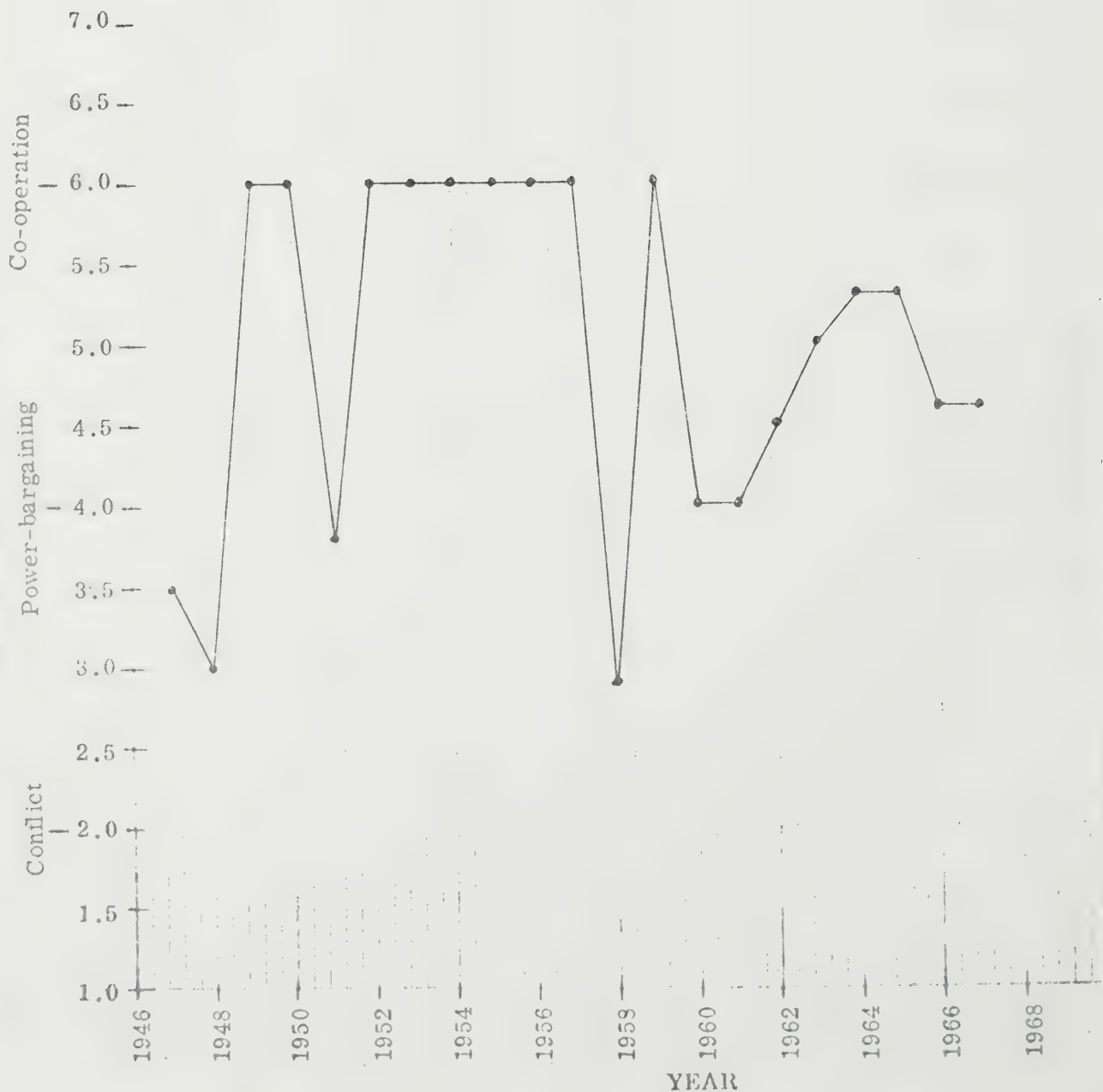


EXHIBIT 10L

ORGANIZATION: Railway Association of Canada, C.N.R. SHEET NUMBER: 514
and C.P.R. rail, ship and hotel operations

Curve of average yearly attitude scores from Table 3.

————— Connects readings from one year to the next year.

----- Connects readings from one year to the next year with a reading where there are one or more intervening years without a reading.

SELEKMAN MODEL SCALE

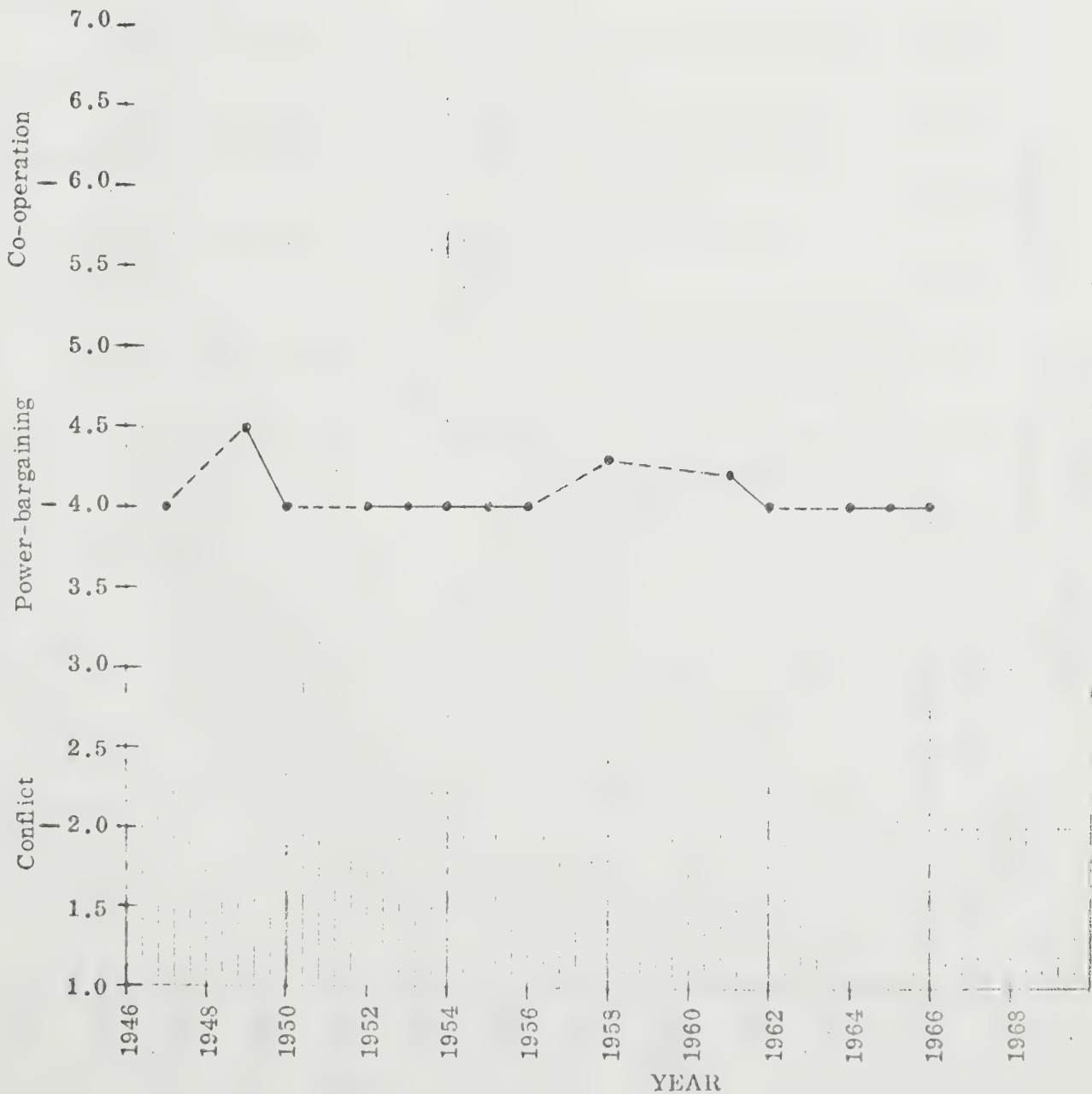


EXHIBIT 10M

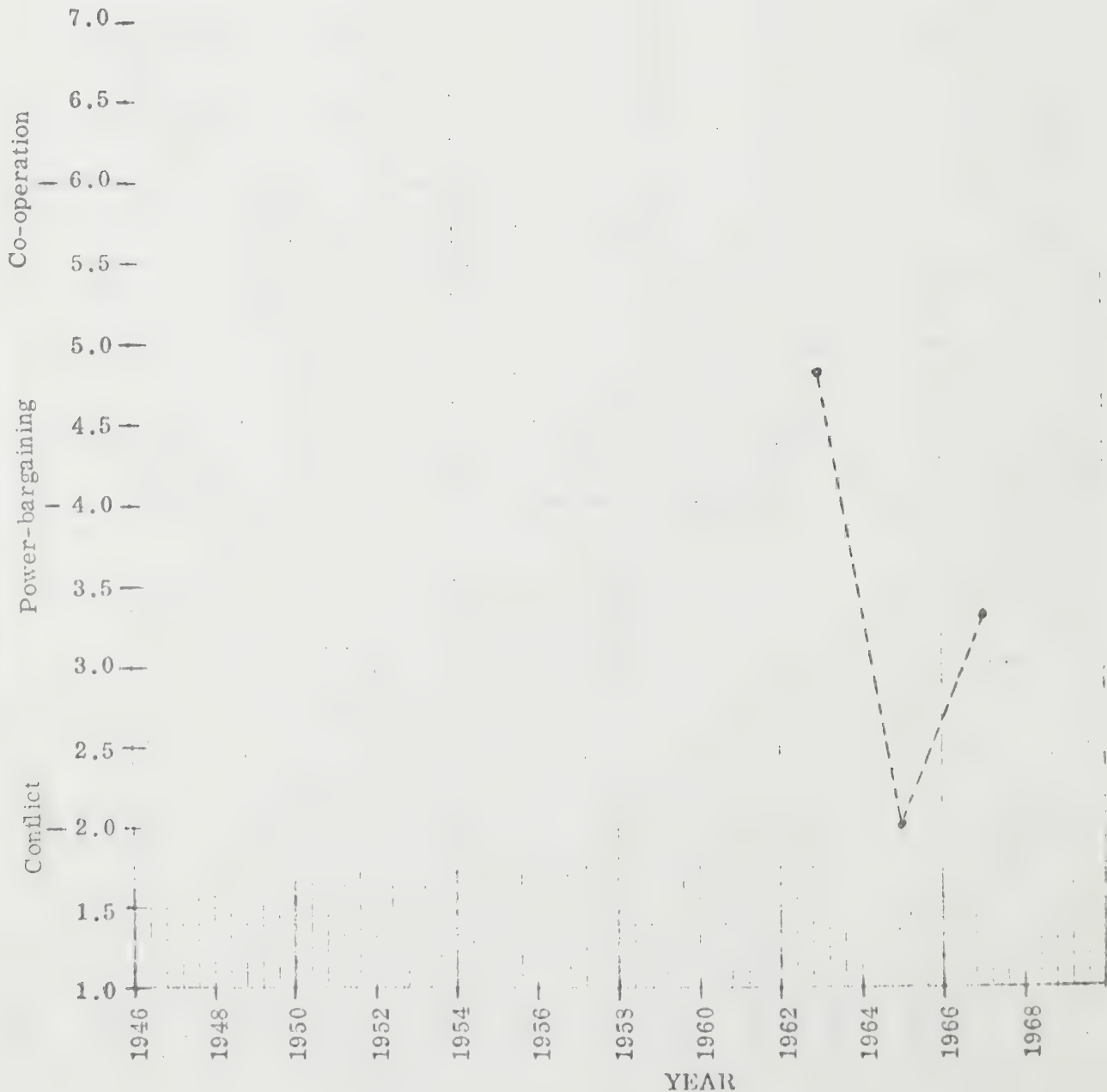
ORGANIZATION: Motor Transport Association,
Miscellaneous Associations and Groups

SHEET NUMBER: 515

Curve of average yearly attitude scores from Table 3.

———— Connects readings from one year to the next year.

----- Connects readings from one year to the next year with a reading where there are one or more intervening years without a reading.



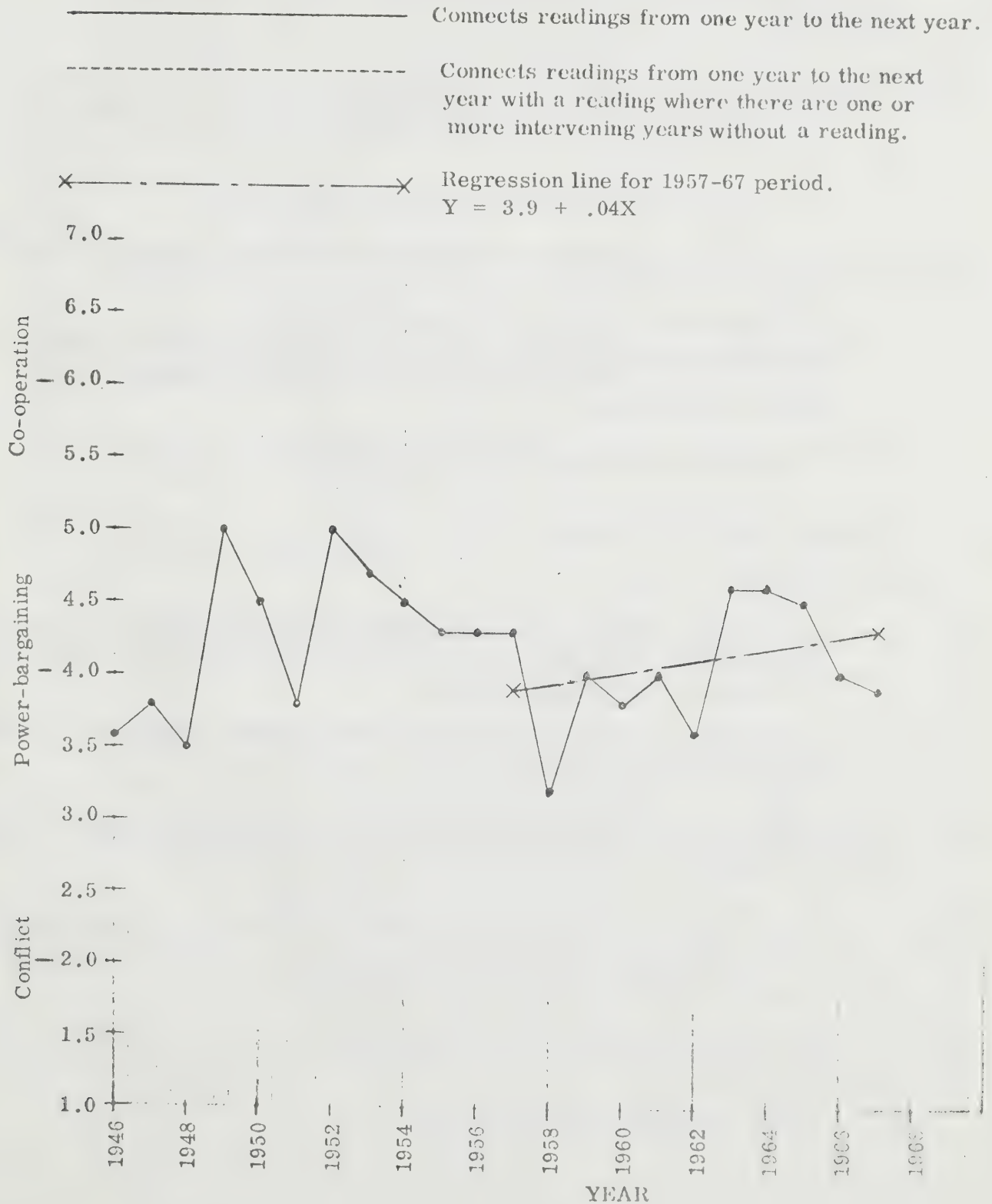
SELEMAN MODEL SCALE

EXHIBIT 10N

ORGANIZATION: All Organizations and Companies

SHEET NUMBER: 516

Curve of average yearly attitude scores from Table 3.



MAJOR ISSUE CATEGORIES AND CODED ISSUES COMPRISING THEM

A. UNION POWER AND IRRESPONSIBILITY; LEGAL PROTECTION TO UNIONS.
(Union power).

10. Union freedom from usual legal controls and responsibilities; protection of law to unions; union freedom from damage suits; power of union trustees; control of unions from U.S.A.; power of international unions over locals.
11. Economic strength of unions; union power; union security.
12. Restrictions on employer communications to employees concerning labour relations; none on unions.
15. Union breach of law and moral responsibility (illegal strikes and picketing, intimidation, assault, property damage, etc., implicit sanction of these); slow down; restriction of production; strike votes before negotiations conclude; mystery pickets.
16. Organizational picketing and secondary boycotts.
17. Use of injunctions.
18. Jurisdictional disputes.
23. Negligence or inability of authorities to enforce law; necessity for employers to initiate action and prosecution; cumbersome procedure; observance of law by all parties; responsibility under law.
29. Craft unions in construction industry are really business institutions; monopoly control over supply of labour.

B. RIGHT TO BARGAIN COLLECTIVELY; MINIMUM GOVERNMENT INTERFERENCE;
PUBLIC INTEREST IN LABOUR DISPUTES. (Government regulation).

25. Right to strike and lockout; political decision if denied; compulsory arbitration of essential public services disputes; minimum government regulation and intervention; compulsion generally in labour relations.
26. Government establishing by law conditions that have been subject to collective bargaining.
36. Public interest during labour disputes.

C. MANAGEMENT RIGHTS; RIGHT TO WORK; ALL INDIVIDUAL AND GROUP RIGHTS. (Management rights).

- 22. Right to work; right of individual to join or not to join a union or an employer an employers' organization; general individual and group rights: compulsory check off; closed shop; union shop; union funds for political purposes.
- 37. Managements rights and responsibilities in defining, allocating, eliminating jobs, contracting out, etc.; unacceptability of Freedman report; manufacturer's right to install and maintain equipment of his own make with own workers and at own pay rates; management rights generally.

D. ECONOMIC ISSUES. (Economics).

- 35. Wage parity with U.S.A.; productivity; higher wages; minimum wages; shorter work week; hours of work.

E. POWER OF BOARDS AND COURTS; JUDICIAL REVIEW; CERTIFICATION PROCEDURES. (Boards and courts).

- 19. The functions and powers of labour and arbitration boards and the courts; judicial review of decisions.
- 24. Certification by majority of employees eligible to vote; certification and decertification procedures.

F. CONSTRUCTION INDUSTRY PROBLEMS. (Construction problems).

- 28. Lack of protection in construction industry for unorganized worker and responsible employer; inadequacy of Ind. Std. Act and conflict with L.R. Act; general inadequacy of various Acts for construction industry; union-management problems and relationships peculiar to construction industry; multiplicity of unions and agreements.

EXHIBIT 12 A

ISSUES

All Organizations

Sheet 516

Total mentions of issues	1308
Number of issues mentioned	38
Average mentions per issue	34
Total mentions under major issue groups	1035
% major issue mentions to total	79

<u>Major Issue Groups</u>	<u>Issue Number</u>	<u>Times Mentioned</u>	<u>Total Mentions Under Major group</u>
A (Union power)	10	82	481
	11	90	
	15	136	
	16	68	
	18	45	
	23	60	
B (Government regulation)	25	54	54
C (Management rights)	22	168	220
	37	52	
D (Economics)	35	114	114
E (Boards and courts)	19	63	121
	24	58	
F (Construction problems)	28	45	45

The issues which make up the major issue groups are those which exceed the average in number of mentions .

EXHIBIT 12 B

ISSUES

Construction Associations

Sheet 508

Total mentions of issues	243
Number of issues mentioned	23
Average mentions per issue	10
Total mentions under major issue groups	211
% major issue mentions to total	86

<u>Major Issue Group</u>	<u>Issue Number</u>	<u>Times Mentioned</u>	<u>Total Mentions Under Major Group</u>
A (Union power)	10	26	142
	11	20	
	15	37	
	16	13	
	18	14	
	23	13	
	29	19	
C (Management rights)	22	19	19
E (Board s and courts)	24	15	15
F (Construction problems)	28	35	35

The issues which make up the major issue groups are those which exceed the average in number of mentions.

EXHIBIT 12 C

ISSUESCanadian Manufacturers' AssociationSheet 509

Total mentions of issues	260
Number of issues mentioned	26
Average mentions per issue	10
Total mentions under major issue groups	206
% major issue mentions to total	79

<u>Major Issue Group</u>	<u>Issue Number</u>	<u>Times Mentioned</u>	<u>Total Mentions Under Major Group</u>
A (Union power)	10	19	121
	11	26	
	15	36	
	16	19	
	17	10	
	23	11	
B (Government regulation)	25	13	26
	26	13	
C (Management rights)	22	33	47
	37	14	
D (Construction problems)	35	12	12

The issues which make up the major issue groups are those which exceed the average in number of mentions.

EXHIBIT 12 D

ISSUES

Miscellaneous Companies

Sheet 510

Total mentions of issues	21
Number of issues mentioned	12
Average mentions per issue	2
Total mentions under major issue groups	16
% major issue mentions to total	76

<u>Major Issue Group</u>	<u>Issue Number</u>	<u>Times Mentioned</u>	<u>Total mentions Under Major Group</u>
A (Union power)	10	2	7
	12	2	
	15	3	
B (Government regulation)	36	2	2
C (Management rights)	22	3	3
E (Board and courts)	19	2	4
	24	2	

The issues which make up the major issue groups are those which exceed the average in number of mentions.

EXHIBIT 12 E

ISSUES

Chambers of Commerce and Boards of Trade

Sheet 513

Total mentions of issues	570
Number of issues mentioned	32
Average mentions per issue	18
Total mentions under major issue groups	402
% major issue mentions to total	71

<u>Major Issue Group</u>	<u>Issue Number</u>	<u>Times Mentioned</u>	<u>Total Mentions Under Major Group</u>
A (Union power)	11	30	118
	15	35	
	16	26	
	23	27	
B (Government regulation)	25	34	34
C (Management rights)	22	92	117
	37	25	
D (Economics)	35	53	53
E (Boards and courts)	19	53	80
	24	27	

The issues which make up the major issue groups are those which exceed the average in number of mentions.

EXHIBIT 12 F

ISSUES

Railway Association of
Canada, C.N.R., C.P.R.

Sheet 514

Total mentions of issue	69
Number of issues mentioned	8
Average mentions per issue	8
Total mentions under major issue groups	50
% major issue mentions to total	72

<u>Major Issue Group</u>	<u>Issue Number</u>	<u>Times Mentioned</u>	<u>Total Mentions Under Major Group</u>
C (Management rights)	37	10	10
D (Economics)	35	40	40

The issues which make up the major issue groups are those which exceed the average in number of mentions.

EXHIBIT 12 G

ISSUES

Motor Transport and
Miscellaneous Associations

Sheet 515

Total mentions of issues	154
Number of issues mentioned	23
Average mentions per issue	7
Total mentions under major issue groups	113
% major issue mentions to total	73

<u>Major</u> <u>Issue Group</u>	<u>Issue</u> <u>Number</u>	<u>Times</u> <u>Mentioned</u>	<u>Total Mentions</u> <u>Under Major Group</u>
A (Union power)	10	18	83
	11	14	
	12	8	
	15	25	
	16	10	
	23	8	
C (Management rights)	22	19	19
E (Boards and courts)	24	11	11

The issues which make up the major issue groups are those which exceed the average in number of mentions.

EXHIBIT 13

Representative statements of some of the issues which make up the major issue categories

Major Issue

A

"Secondary boycotts and jurisdictional disputes are flagrant examples of unions using their monopoly power to restrain trade in a wholly unjustifiable manner to the detriment of the general public, employees and employers." #1, p. 26.

"It has been stated that secondary boycotts are already prohibited, by implication at least, as unlawful strikes. The difficulty is that, while some secondary boycotts come within the definition of a strike, many do not. There is the further problem that most of the damage is done by the mere threat of a boycott and the unlawful strike provisions of the federal and provincial Acts do not effectively cover the situation.

A

"In fact there is not specific legal protection provided in the federal or provincial law against such actions by trade unions." # 1, p.30

"One of the activities of unions which reveals their great capacity for inflicting serious damage without appropriate remedy is picketing....

A

"There is hardly any other area of the criminal law which is violated so frequently with impunity as is the law on picketing." #1 p, 19.

"We recognize that unions and their members have a lawful, indeed a moral right to convey information as to the existence of a lawful strike and to attempt peacefully to persuade employees to refrain from working. However, the customary nature of picketing, as is well known to even the casual observer, is very different. Employees, even those not involved in the strike, customers, suppliers, common carriers, and even management personnel, if they remain undeterred by the mere presence of pickets, are as a matter of course often excluded by threats of force if not actual force. In some cases we even find that police officers are forced to 'negotiate' with unions in order to have their pickets allow certain people to 'cross' the picket line. Many employers, as a result of practical expediency, have even had to resort to the humiliating device of arranging for the issuance of 'passes' by the union to get essential personnel into the plant.

A & C

"We have already mentioned the necessity of law enforcement generally with respect to unions. We respectfully submit that this specific question of picketing is one of the areas where it is most vital that the existing law should be strictly enforced."

#1, p. 20

"When the Criminal Code provisions with respect to picketing are violated, it is submitted that it should not be left to the aggrieved party, the employer, to take action by injunction or otherwise, to ensure that the law is enforced, and offenders

are prosecuted. It is the duty of the law officers of the Crown in their own jurisdiction to act of their own volition, when a complaint is made of a violation. Unlawful denial of access to a place of business is not merely a private wrong against the particular employer. It is a public wrong affecting the whole of society by the denial by force or intimidation of the right to do what an employee or a member of the public has a perfectly legal right to do." #1, p.21

A

"The present legislation was designed to help and protect trade unions in the days when they were small and relatively weak and before there was such general acceptance of trade unions and collective bargaining as exists today. Whatever basis in fact there may have been for the old-time picture of the trade union as a weak and idealistic organization of 'downtrodden' workers which needed to be protected against the power of 'oppressive' employers, it has little relation to the realities of the situation today.

Since it was first enacted, our labour relations legislation, as well as its administration, has taken no account of the changed status of trade unions. No recognition has been given to the fact that trade unions have flourished under the legislation to the point that they are now exceedingly powerful organizations, with large numbers of members and great financial resources...

"Many trade unions are now larger in terms of finances than probably most of the companies with which they bargain collectively." #69, p.15

A

"We submit that the Act and its administration should protect with the same vigilance this freedom of employees not to join a trade union as it protects employees' freedom to join a trade union." #1, pp. 3-4

C

"One of the responsibilities of governments is 'to keep legislation to a minimum, leaving the parties free, to the greatest extent possible, to work out their problems by mutual agreement'. This basic principle that there should be a minimum of government intervention in labour - management relations has long been recognized in most democratic countries." #1, pp. 4-5

B

"...the certification procedure prescribed thereby is defective because it fails to generate that degree of confidence on the part of the employer and the employees that is essential to an unqualified acceptance of the union as a bona fide representative of the employees affected....there is no limitation on the amount of time that a trade union may spend in organizing a given unit of employees...

"...one may well question why such campaign devices are necessary if the employees concerned conscientiously are interested in having union representation: a principle which is still presumed to underlie the right to certification.....

"It is felt that the adverse consequences flowing from these procedural and

E practical considerations in the certification process and which increase strike potential can be eliminated if a vote is conducted in respect of every certification. The result of such a democratically conducted secret ballot vote would dissolve any doubt on the part of either the employees, the union or the employer as to the union's representative status in the bargaining unit." #69, p. 13.

A "Difficulties in obtaining damages against trade unions, or even connecting the trade union to the wrongful act, and in collecting damages from the wrongdoers make the interlocutory injunction a particularly effective remedy." #69, p. 22

"Many police officers are unaware that pickets have no greater rights than other citizens and enjoy no immunity from criminal prosecution...

A "Officers who are inexperienced in labour situations often proclaim a policy of neutrality, and state, quite properly, that they won't take sides.... This neutrality, therefore, often means a failure to enforce the law, particularly the right of the public to unobstructed access to a plant, store or office." #69, p. 32.

"Thus, administrative tribunals in their early days drew the ire and fire of lawyers, political scientists and others reared in the liberal tradition...

"While the necessity and inevitability of the delegation of power to new government agencies made much of this criticism irrelevant, the values sought to be preserved by such critics, namely ministerial responsibility and judicial review, remain essential elements of our democratic society. Nor has the concern diminished." #69 p. 50

A "Led by an official of the Union, 80 massed pickets tried to stop the truck, ripping off lights and a mirror and climbing on the truck in an attempt to get inside." # 69 p. 57

C "There is another aspect of compulsion, however, - compulsory union membership- on which, we submit, protective legislation is urgently required... Much of the discussion in the current 'right - to-work' controversy stresses the coercive aspect of forcing an employee to become a member of a union against his will in order to obtain or hold a job." # 1 pp. 34 - 35.

C "Viewed in this perspective, effective management becomes virtually impossible if legislation were enacted which would have the de facto effect of imposing an obstacle to organizational change." #16 p. 8.

C "If legislation on this matter were introduced, the 'quid pro quo' characteristic of the collective bargaining process would be absent thereby placing new and onerous restrictions on management without requiring any concessions from the unions." #16 p. 9

"In fact, in our view legislative changes suggested by Mr. Justice Freedman would create an intolerable atmosphere of uncertainty and would harm instead of help the

present labour management climate." # 16, p. 10

"In summary, we should like to reiterate that the Employer Associations are strongly opposed to any form of legislation which accords the unions the power to prevent or delay the adoption of technological adjustments designed to improve productivity and efficiency." #16, p.17.

"Although the various craft unions, twenty-four of whom exist and operate in the Toronto area, are united in an area Building Trades Council, they do not ordinarily function as a unit or bargain collectively on a multiple basis anywhere in Ontario.

"It is the practice for each of these craft unions to bargain separately with whatever group of employers the circumstances may dictate, and no means has yet been found for bringing about any intelligent co-ordination of the various sets of negotiations which thus ensue." # 33, p.10

"A recital of all the instances of jurisdictional disputes arising from the use of new materials would only exhaust your patience." #33, p.13

"At present, in the construction industry, there exists no machinery for bringing about the orderly changes in trade union patterns which the changing conditions of the industry require." #33 p. 15.

"The practices in the construction industry, both good and bad, existed before the present legislation was enacted.

"The legislation has neither helped to improve the good practices nor to remove the bad." # 33, p.21

"The decisions of Labour Relations Boards and the awards of Arbitration Boards involve the exercise of extensive judicial powers which affect the rights and financial obligations of parties before them. Recourse to the Courts should not be denied in the case of the decisions or awards of these tribunals." #174, p.20

"The general level of wage rates and fringe benefits must be dependent on economic conditions, national productivity, the trading status of the nation and other such factors, and a continued upward spiral without regard to these factors will jeopardize the economic health of the nation." # 174, p.19

"Some provisions would also increase the level of benefits established through the process of collective bargaining for employers already occupying a leading position among Canadian wage earners." #111, p,1

E "As a further necessary safeguard, there should be a vote by secret ballot conducted by the Canada Labour Relations Board on every entertainable application for certification. The Board of Trade regards this as a democratic condition precedent to the establishment of such substantial rights and powers as flow from certification." #18, p.8

C "However, we are unanimously of the view that legislation dealing with Trade Unions and Industrial Relations should be concerned primarily with the freedom of the individual employee to join Trade Unions or not join Trade Unions, to work and assist Trade Unions, or refuse to work and assist Trade Unions, to vocally support and vocally criticize Trade Unions, and to withdraw from a Trade Union without penalty after having joined one." #251, p.1

A "In fact, in many cases, some locals of the Teamsters have threatened employees of our Companies with fines if they do attempt to give service to a customer, service which our Companies are required to do by the terms of their licenses granted to them by the Ontario Highway Transport Board." #231, p.7.

EXHIBIT 14A

Summary of major issue categories and their distribution by Associations over time.

Major Issue A

Union Power and Irresponsibility; Legal Protection to Unions

	All Associations	Construction Associations	Canadian Manufacturers Association	Miscellaneous Companies	Chambers of Commerce	Railways and Railway Association	Motor Transport & Miscellaneous Associations
	Exhibit 12A	Exhibit 12B	Exhibit 12C	Exhibit 12D	Exhibit 12E	Exhibit 12F	Exhibit 12G
1946							
1947	5				4		
1948	3				2		
1949	1				1		
1950	2				2		
1951	7				5		
1952	5				5		
1953	3				2		
1954	3				2		
1955	3				2		
1956	3				2		
1957	65	10	20	5	1		36
1958	72	11	30		12		14
1959	48	43	2		6		
1960	27	18			6		2
1961	40	35			6		
1962	17	6	6		5		
1963	21	11	2		4		2
1964	9		4		4		
1965	11				7		1
1966	30	8	27		6		1
1967	100		30	2	34		27
TOTAL	481	142	121	7	118		85

EXHIBIT 14B

Summary of major issue categories and their distribution by associations over time.

Major Issue B

Right to Bargain Collectively; Minimum Government Interference; Public Interest in Labour Disputes.

	All Associations Exhibit 12A	Construction Associations Exhibit 12B	Canadian Manufacturers Association Exhibit 12C	Miscellaneous Companies Exhibit 12D	Chambers of Commerce Exhibit 12E	Railways and Railway Association Exhibit 12F	Motor Transport & Miscellaneous Associations Exhibit 12G
1946							
1947	1				1		
1948	1				1		
1949	2		1		1		
1950	1				1		
1951	1				1		
1952	2				2		
1953	2				2		
1954	1				1		
1955	2		1		1		
1956	1				1		
1957	3		1		1		
1958	5		1		3		
1959	1				1		
1960	2		1		2		
1961	4				2		
1962							
1963			1				
1964	5		10		3		
1965	3		1		2		
1966	5		4		1		
1967	12		5	2	7		
TOTAL	54		26	2	34		

EXHIBIT 14C

Summary Of Major Issue Categories and Their Distribution By Associations over time.

Major Issue C

Management Rights; Right To Work; All Individual And Group Rights.

	All Associations Exhibit 12A	Construction Associations Exhibit 12B	Canadian Manufacturers Association Exhibit 12C	Miscellaneous Companies Exhibit 12D	Chambers of Commerce Exhibit 12E	Railways and Railway Association Exhibit 12F	Motor Transport & Miscellaneous Associations Exhibit 12G
1946	1		1				
1947	1				1		
1948	3				3		
1949	4		1		2		
1950	2				2		
1951	2				2		
1952	2				2		
1953	4				4		
1954	4				4		
1955	6		1		5		
1956	6				5	1	
1957	22		4	3	4		8
1958	25	2	7		10	2	3
1959	11	5	5		4		
1960	13	3	3		7		
1961	15	6	2		5	2	
1962	15		4		8	3	
1963	11	1			5	2	3
1964	7		1		6		
1965	11		1		8		2
1966	23	2	8		13		
1967	29		9		17		3
TOTAL	220	19	47	3	117	10	19

EXHIBIT 14D

Summary Of Major Issue Categories And Their Distribution By Associations Over Time.

Major Issue D
Economic Issues

	All Associations Exhibit 12A	Construction Associations Exhibit 12B	Canadian Manufacturers Association Exhibit 12C	Miscellaneous Companies Exhibit 12D	Chambers of Commerce Exhibit 12E	Railways and Railway Association Exhibit 12F	Motor Transport & Miscellaneous Associations Exhibit 12G
1946							
1947	1					1	
1948							
1949	2		1			1	
1950	3					3	
1951	1				1		
1952	3		1		1	1	
1953	4				2	2	
1954	6		1		2	3	
1955	3				2	1	
1956	7				2	5	
1957	4		2		2		
1958	9		1		2	3	
1959	5		2		2		
1960	6				5		
1961	14				3	8	
1962	7				3	3	
1963	6				3	3	
1964	5				1	1	
1965	5				4	1	
1966	11		2		5	4	
1967	12		2		10		
TOTAL	114		12		53	40	

EXHIBIT 14E

Summary Of Major Issue Categories And Their Distribution By Associations Over Time.

Major Issue E

Power Of Boards And Courts; Judicial Review; Certification Procedures.

	All Associations Exhibit 12A	Construction Associations Exhibit 12B	Canadian Manufacturers Association Exhibit 12C	Miscellaneous Companies Exhibit 12D	Chambers of Commerce Exhibit 12E	Railways and Railway Association Exhibit 12F	Motor Transport & Miscellaneous Associations Exhibit 12G
1946							
1947	5				5		
1948	3				3		
1949							
1950							
1951	9				9		
1952							
1953	1				1		
1954							
1955							
1956							
1957	13			4	1		7
1958	8				6		1
1959	9	5			3		
1960	6	1			4		
1961	4	1			3		
1962	7				6		
1963	9	2			6		
1964	9				9		
1965	10				8		1
1966	14	6			7		
1967	14				9		2
TOTAL	121	15		4	80		11

EXHIBIT 14F

Summary Of Major Issue Categories And Their Distribution By Associations
Over TimeMajor Issue F

Construction Industry Problems

	All Associations Exhibit 12A	Construction Associations Exhibit 12B	Canadian Manufacturers Association Exhibit 12C	Miscellaneous Companies Exhibit 12D	Chambers of Commerce Exhibit 12E	Railways and Railway Association Exhibit 12F	Motor Transport & Miscellaneous Associations Exhibit 12G
1946							
1947							
1948							
1949							
1950							
1951							
1952							
1953							
1954	1						
1955							
1956							
1957	4	4					
1958							
1959	10	10					
1960	4	3					
1961	4	3					
1962	6	1					
1963	9	7					
1964							
1965	1	1					
1966	6	6					
1967							
TOTAL	45	35					

EXHIBIT 15A

Summary Of Major Issue Categories Within Associations And Their Distribution Over Time

All Associations

Major Issue Category

	Union power A	Government regulation B	Management rights C	Economics D	Boards and Courts E	Construction problems F	
1946			1				
1947	5	1	1	1	5		
1948	3	1	3		3		
1949	1	2	4	2			
1950	2	1	2	3			
1951	7	1	2	1	9		
1952	5	2	2	3			
53	3	2	4	4	1		
1954	3	1	4	6		1	
1955	3	2	6	3			
1956	3	1	6	7			
1957	65	3	22	4	13	4	
1958	72	5	25	9	8		
1959	48	1	14	5	9	10	
1960	27	2	13	6	6	4	
1961	40	4	15	14	4	4	
1962	17		15	7	7	6	
1963	21		11	6	9	9	
1964	9	5	7	5	9		
1965	11	3	11	5	10	1	
66	36	5	23	11	14	6	
1967	100	12	29	12	14		
TOTAL	481	54	220	114	121	45	

EXHIBIT 15B

Summary Of Major Issue Categories Within Association And Their Distribution
Over TimeConstruction Associations

Major Issue Category

	Union power A	Government regulation B	Management rights C	Economics D	Boards and Courts E	Construction problems F
1946						
1947						
1948						
1949						
1950						
1951						
1952						
1953						
1954						
1955						
1956						
1957	10					4
1958	11		2			
1959	43		5		5	10
1960	18		3		1	3
1961	35		6		1	3
1962	6					1
1963	11		1		2	7
1964						
1965						1
1966	8		2		6	6
1967						
TOTAL	142		19		15	31

EXHIBIT 15C

Summary Of Major Issue Categories Within Associations And Their Distribution
Over TimeCanadian Manufacturers' Association

Major Issue Category

	Union power A	Government regulation B	Management rights C	Economics D	Boards and Courts E	Construction problems F
1946			1			
1947						
1948						
1949		1	1	1		
1950						
1951						
1952				1		
1953						
1954				1		
1955		1	1			
1956						
1957	20	1	4	2		
1958	30	1	7	1		
1959	2		5	2		
1960		1	3			
1961			2			
1962	6		4			
1963	2	1				
1964	4	10	1			
1965		1	1			
1966	27	4	8	2		
1967	30	5	9	2		
TOTAL	121	26	47	12		

EXHIBIT 15D

Summary Of Major Issue Categories Within Associations And Their Distribution Over Time

Miscellaneous Companies

Major Issue Category

	Union power A	Government regulation B	Management rights C	Economics D	Boards and Courts E	Construction problems F
1946						
1947						
1948						
1949						
1950						
1951						
1952						
1953						
1954						
1955						
1956						
1957	5		3		4	
1958						
1959						
1960						
1961						
1962						
1963						
1964						
1965						
1966						
1967	2	2				
TOTAL	7	2	3		4	

EXHIBIT 15E

Summary Of Major Issue Categories Within Associations And Their Distribution Over Time

Chambers of Commerce

Major Issue Category

	Union power A	Government regulation B	Management rights C	Economics D	Boards and Courts E	Construction problems F
1946						
1947	4	1	1		5	
1948	2	1	3		3	
1949	1	1	2			
1950	2	1	2			
1951	5	1	2	1	9	
1952	5	2	2	1		
1953	2	2	4	2	1	
1954	2	1	4	2		
1955	2	1	5	2		
1956	2	1	5	2		
1957	1	1	4	2	1	
1958	12	3	10	2	6	
1959	6	1	4	2	3	
1960	6	2	7	5	4	
1961	6	2	5	3	3	
1962	5		8	3	6	
1963	4		5	3	6	
1964	1	3	6	4	9	
1965	7	2	8	4	8	
1966	6	1	13	5	7	
1967	34	7	17	10	9	
TOTAL	118	31	117	53	80	

EXHIBIT 15F

Summary Of Major Issue Categories Within Associations And Their Distribution Over Time

Railways and Railway Association

Major Issue Category

	Union power A	Government regulation B	Management rights C	Economics D	Boards and Courts E	Construction problems F
1946						
1947				1		
1948						
1949				1		
1950				3		
1951						
1952				1		
53				2		
1954				3		
1955				1		
1956			1	5		
1957						
1958			2	3		
1959						
1960						
1961			2	8		
1962			3	3		
1963			2	3		
1964				1		
1965				1		
1966				4		
1967						
TOTAL			10	40		

EXHIBIT 15G

Summary Of Major Issue Categories Within Associations And Their Distribution
Over TimeMotor Transport And Miscellaneous Associations

	Union power A	Government regulation B	Management rights C	Economics D	Boards and Courts E	Construction problems F
1946						
1947						
1948						
1949						
1950						
1951						
1952						
1953						
1954						
1955						
1956						
1957	36		8		7	
1958	14		3		1	
1959						
1960	2					
1961						
1962						
1963	2		3			
1964						
1965	1		2		1	
1966	1					
1967	27		3		2	
TOTAL	83		19		11	

MAJOR RECOMMENDATION CATEGORIES AND CODED RECOMMENDATIONS
COMPRISING THEM.

A. RESTRICTIONS ON UNION ACTION AND FREEDOM; REDUCTION IN
"UNION SECURITY"; PRESERVATION OF MANAGEMENT, GROUP AND
INDIVIDUAL RIGHTS; FREEDOM OF EXPRESSION FOR EMPLOYERS.
(Restrain unions).

- 60. Exclude supervisors, security, and confidential employees from bargaining unit; define "employee" and "employer".
- 61. Allow employers free expression of views or arguments.
- 63. Prohibit discharge or refusal to hire of employee in union shop for lack of union membership except by reason of failure to pay union dues; restrict union power to bring about discharge by expulsion from the union.
- 64. Give Board power to refuse certification of a craft union where an established plant wide union exists; allow certification of splinter units only on vote of majority of all unionized employees in plant; agreement to run to expiry date even if certified union changes during its life; provide for periodic review of appropriateness of unit for certification; restrict time period when another union may apply for certification; establish ratification procedures for agreement where union not certified; provide for decertification at expiry of agreement if majority in unit wish.
- 65. Take representation vote for certification or decertification in all cases; government supervised votes; secret ballots; prove union membership; require majority vote of all in unit, not just those voting.
- 67. Empower Minister of Labour to conduct a return-to-work vote in a legal strike.
- 68. Establish regulations for unions similar to those for employers under the Companies Act; makes unions legal entities capable of suing and being sued; repeal Rights of Labour Act; both parties responsible under law; equal penalties to union and employer; licensing of unions.
- 70. Require all parties to obey the law; enforce law promptly; no bargaining during agreement - follow grievance procedure.
- 72. Crown initiate prosecution on breach of law rather than aggrieved party; sanctions against parties contravening Acts.

- 75. Retain use of injunction; improve procedures; crown enforce orders.
- 76. Prohibit secondary boycotts and picketing in jurisdictional and organizational disputes; establish control and co-ordination measures for jurisdictional disputes and work assignments.
- 79. Give employee right to join or not to join union; membership in a union should not be a condition of employment; protect individual and employer rights; voluntary payment of dues; decide degree of "union security" by bargaining; restrict voluntary check-off to monthly payment of dues.
- 81. Declare picketing unlawful if its purpose is unlawful; regulate picketing by law; allow picketing only at operation where strike vote was taken.
- 82. Shorten allowed time to commence legal strike after vote; establish short waiting period before striking after vote.
- 97. Government supervised strike votes; secret ballot; control and definition of strike and lockout privilege; no strike vote until right to strike exists; voting only by employees of employer concerned; prohibit strikes and lockouts during term of agreement.
- 98. Protect rights of management in control of technology, operations, work force; allow employer to exercise rights he had under the agreement during negotiation and conciliation.

B. MINIMUM GOVERNMENT INTERFERENCE AND REGULATION EXCEPT IN PUBLIC INTEREST; JUDICIAL REVIEW OF DECISIONS AND RIGHT OF APPEAL. (Minimum regulation).

- 69. Provide for judicial review of board and arbitration decisions and right of appeal
- 80. Restrict board powers to investigation and policy; courts to have jurisdiction over all breaches and questions of law; subject all decisions to judicial review; establish right of appeal; allow parties to choose own representatives before boards; no civil servants on boards; written decisions from L.R. boards.
- 84. Government to have discretionary power to prevent work stoppages that seriously affect public interest in a predetermined manner; no compulsory arbitration generally; prohibit strikes and lockouts in public service.
- 88. Minimum wages, holidays and other working conditions established by law should not exceed those existing under collective agreements; minimum government regulation generally; do not require consent to prosecute; strive for uniformity amongst provinces.

C. SPECIAL PROVISIONS FOR CONSTRUCTION INDUSTRY.(Construction provisions).

74. • Exemption of construction industry from some provisions in L.R. and Ind. Std. Acts; define segments of the industry; establish schedules in line with predominant agreements; enforce schedules and competency; special provisions in Acts for construction industry or separate Act.

D. JUDGES AS ARBITRATORS AND CONCILIATORS.(Use judges).

87. Allow judges to serve as arbitrators and conciliators.

EXHIBIT 17 A

RECOMMENDATIONS

All Organizations

Sheet 516

Total mentions of recommendations	1,233
Number of recommendations mentioned	47
Average mentions per recommendation	26
Total mentions under major recommendation groups	1,024
% major recommendations mentions to total	83

<u>Major Recommendation Group</u>	<u>Recommendation Number</u>	<u>Times Mentioned</u>	<u>Total Mentions Under Major Group</u>
A (Restrain unions)	60	38	806
	63	27	
	64	36	
	65	52	
	67	38	
	68	112	
	70	75	
	72	44	
	76	93	
	79	94	
	81	72	
	82	30	
	97	95	
B (Minimum regulation)	80	48	179
	84	49	
	88	82	
C (Construction provisions)	74	39	39

The recommendations which make up the major recommendation groups are those which exceed the average in number of mentions.

EXHIBIT 17 B

RECOMMENDATIONSConstruction AssociationsSheet 508

Total mentions of recommendations	216
Number of recommendations mentioned	33
Average mentions per recommendation	7
Total mentions under major recommendation groups	176
% major recommendation mentions to total	81

<u>Major Recommendation Group</u>	<u>Recommendation Number</u>	<u>Times Mentioned •</u>	<u>Total Mentions Under Major Group</u>
A (Restrain unions)	65	7	133
	68	23	
	70	19	
	72	21	
	76	19	
	79	13	
	81	16	
	97	15	
B (Minimum regulation)	88	8	8
C (Construction provisions)	74	35	35

The recommendations which make up the major recommendation groups are those which exceed the average in number of mentions.

EXHIBIT 17 C

RECOMMENDATIONSCanadian Manufacturers' AssociationSheet 509

Total mentions of recommendations	164
Number of recommendations mentioned	33
Average mentions per recommendation	5
Total mentions under major recommendation groups	133
% major recommendation mentions to total	80

<u>Major Recommendation Group</u>	<u>Recommendation Number</u>	<u>Times Mentioned</u>	<u>Total Mentions Under Major Group</u>
A (Restrain unions)	60	6	112
	61	5	
	63	10	
	64	9	
	65	5	
	67	8	
	68	17	
	70	8	
	76	11	
	79	7	
	81	14	
	82	6	
	97	6	
B (Minimum regulation)	69	5	21
	84	6	
	88	10	

The recommendations which make up the major recommendation groups are those which exceed the average in number of mentions.

EXHIBIT 17 D

RECOMMENDATIONS

Miscellaneous Companies

Sheet 510

Total mentions of recommendations	32
Number of recommendations mentioned	17
Average mentions per recommendation	2
Total mentions under major recommendation groups	24
% major recommendation mentions to total	75

<u>Major Recommendation Group</u>	<u>Recommendation Number</u>	<u>Times Mentioned</u>	<u>Total Mentions Under Major Group</u>
A (Restrain unions)	61	2	24
	65	3	
	68	3	
	70	4	
	72	2	
	75	3	
	79	2	
	97	3	
	98	2	

The recommendations which make up the major recommendation groups are those which exceed the average in number of mentions

EXHIBIT 17 E

RECOMMENDATIONS

Chambers of Commerce and Boards of Trade

Sheet 513

Total mentions of recommendations	636
Number of recommendations mentioned	40
Average mentions per recommendation	16
Total mentions under major recommendation groups	525
% major recommendations mentions to total	83

<u>Major Recommendation Group</u>	<u>Recommendation Number</u>	<u>Times Mentioned</u>	<u>Total Mentions Under Major Group</u>
A (Restrain unions)	60	26	386
	64	16	
	65	29	
	67	25	
	68	42	
	70	36	
	76	48	
	79	50	
	81	33	
	82	19	
	97	62	
B (Minimum regulation)	80	34	122
	84	33	
	88	55	
D (Use judges)	87	17	17

The recommendations which make up the major recommendation groups are those which exceed the average in number of mentions.

EXHIBIT 17 F

RECOMMENDATIONS

Railway Association of
Canada, C.N.R., C.P.R.

Sheet 514

Total mentions of recommendations	21
Number of recommendations mentioned	11
Average mentions per recommendation	2
Total mentions under major recommendation groups	15
% major recommendation mentions to total	71

<u>Major Recommendation Group</u>	<u>Recommendation Number</u>	<u>Times Mentioned</u>	<u>Total Mentions Under Major Group</u>
A (Restrain unions)	65	2	6
	68	2	
	79	2	
B (Minimum regulation)	84	2	9
	88	7	

The recommendations which make up the major recommendation groups are those which exceed the average in number of mentions.

EXHIBIT 17 G

RECOMMENDATIONS

Motor Transport and
Miscellaneous Associations

Sheet 515

Total mentions of recommendations	165
Number of recommendations mentioned	33
Average mentions per recommendation	5
Total mentions under major recommendation groups	128
% major recommendation mentions to total	77

<u>Major</u> <u>Recommendation Group</u>	<u>Recommendation</u> <u>Number</u>	<u>Times</u> <u>Mentioned</u>	<u>Total Mentions</u> <u>Under Major Group</u>
A (Restrain unions)	61	7	122
	64	9	
	65	7	
	68	25	
	70	8	
	72	7	
	75	6	
	76	14	
	79	20	
	81	9	
	97	10	
B (Minimum regulation)	84	6	6

The recommendations which make up the major recommendation groups are those which exceed the average in number of mentions.

EXHIBIT 18

Representative statements of some of the recommendations
which make up the major recommendation categories

Major
Recommendation

"...the process of collective bargaining would be improved and the likelihood of resort to strike action diminished IF:

1. A secret ballot vote of employees were conducted in respect of every application for certification;
2. Freedom of communication to employees were equal as between employers and unions, without the discriminatory restrictions now applicable to employers;
3. Bargaining committees were composed of employees of the employer assisted by officers of the international or national union and legal or other professional counsel;
4. Strike votes were not permitted pending the completion of all conciliation proceedings prescribed by the Act;
5. Trade unions were under the same obligation to honour settlements reached at the bargaining table as they take for granted on the part of employers; and
6. The declaratory power in the Ontario Labour Relations Board respecting strikes and lock outs was not discretionary." #69, p.54

A

"Thus, persons injured by secondary boycotts, recognition picketing and strikes and other acts in breach of the provisions of the Ontario Labour Relations Act should be able to sue trade unions and other persons causing their injury for damages and injunctive relief." #69, p.55

A

"The process known as the 'injunction' is a perfectly straightforward legal procedure applicable equally to all citizens and is a necessary remedy in any civilized community. The jurisdiction of the Supreme Court of Ontario to grant injunctions should therefore be retained." #69, p.55

A

"The enforcement of the present criminal law could be improved and the use of the injunction diminished by:

1. Assisting smaller police forces in the handling of labour disputes through counselling services of the Ontario Police Commission or the Ontario Police Commission or the Ontario Provincial Police.
2. Assisting smaller police forces in the enforcement of criminal law through the provision of Ontario Provincial Police forces.
3. Processing criminal charges arising out of violence or lawlessness in labour disputes expeditiously and without special treatment." #69 p.55

A

"The jurisdiction of the Ontario Labour Relations Board should be confined to those matters necessitating preliminary investigation by Board officers and Board determination of appropriate government policy. Its power to consent to prosecution for unfair labour practices should be withdrawn. In our submission there should not be any intervening tribunal with the power to grant or withhold consent to a prosecution for breach of the law.

Recommendation

Our Supreme Court should have jurisdiction where the Legislature has declared the law decisively and no policy remains to be enunciated. Alternatively, if substantial cause can be demonstrated for the establishment of a division of such Court to specialize in labour matters, the Association would prefer such judicial extension to increasing the juridical function of an administrative tribunal.

In summary, this Association submits the Court should have jurisdiction to:

1. Issue interlocutory injunctive orders regulating picket line conduct.
2. Award damages arising from actions based on secondary boycotts, recognition picketing and strikes in breach of statute or collective agreements.
3. Review on the merits important labour arbitration board decisions.
4. Restrain and penalize persons committing unfair labour practices.
5. Review Ontario Labour Relations Board Decisions where
 - (a) the Board has misconstrued a legislative standard, or
 - (b) the decision of the Board is not in accord with the substantial weight of evidence, or
 - (c) the Board has exceeded its jurisdiction." #69, p.55

B

"We submit that the legislation and its administration should protect with the same vigilance the employee's freedom not to join a trade union as it protects the employee's freedom to join a trade union." #70, p. 3

A

"...the Act should define and declare unlawful every kind of secondary boycott practised by unions, their officers or agents." #70, p.11

A

"...there should be legislation to protect trade union members and the general public, in the same way as protection is provided under the Ontario Corporations Act and the Dominion Companies Act to shareholders, creditors and others." #70 p.11

A

"This issue of the right to work transcends ordinary collective bargaining issues. It is a fundamental human right, and as such, is so important a matter to society at large that it should not be allowed to be abrogated by private contract..."

"It is submitted that the most effective method of dealing with this problem is to restrict by statute the union's right to bring about the discharge of an employee by expulsion from the union." #70, p, 14

A

"... this sub - section should be amended as follows: 'If...the Board is satisfied that not less than 45 per cent of the employees in the bargaining unit are members of the trade union, the Board shall direct that a representative vote be taken.' " #70, p. 15

A

"As a further necessary safeguard, there should be a vote by secret ballot conducted by the Labour Relations Board on every application for certification which meets the present minimum membership requirements. The Board of Trade regards this as a democratic condition..." #50, p.9

A

Recommendations

A "Accordingly, the Act should be amended to set out a clear statement of an employee's freedom to refrain from joining a trade union. Similarly, employees' freedom to join or not join a union should be publicized in the official documents issued by the Labour Relations Board for posting in an employer's premises during certification proceedings." #50 p.9

A "The Act should be revised so as to leave no doubt that, as in common law, employers are free to make fair comment on an equal basis with unions so that employees may have as full an understanding of all pertinent issues as may be possible." #50 p.12

A "The Act should be revised to preclude the insertion in collective agreements of a requirement for compulsory trade union membership as a condition of obtaining or retaining work." #50, p. 21.

A "...a provision should be written into the Act to confer on the Minister of Labour discretionary authority to conduct a strike settlement vote by secret ballot." #50 p.31

A "...a provision should be written into the Act to make it clear that all picketing in connection with a strike that is illegal under the Act will constitute illegal picketing and that remedies by way of injunction will be available." #50, p.32 - 33

B "It is submitted that the proceedings of and decisions arrived at in the compulsory arbitration of disputes under agreements, should be subject to independent judicial review." #50 p. 35

A "...the Association submits that labour unions be created as legal entities so that they may sue and be sued in our Courts." #95 p.2

B "It is the Association's submission that free collective bargaining must be preserved and for this reason the right to strike (and the corollary right to lock out) must also be preserved. Resort to economic pressure is not inconsistent with the freedom which all citizens in our society demand; compulsory arbitration is." #95, p.4

A "The lot, therefore, of the policeman in the labour dispute is not a happy one and it is our submission that his position would be strengthened by a clear statement of the law indicating what is legal on a picket line and what is not." #95, p.11

A "...the Association submits that Section 3...should be further restricted to indicate that only that place of business involved in a actual strike should be picketed and not other places of business where there is no labour dispute." #95, p. 13

A "It is the submission of this Association that it is a matter of the utmost public importance that the use of injunctions be assured in the case of labour disputes." #95, p. 15

Recommendation

B "Therefore, there should be an appeal to the courts from these arbitration boards on specific points of law and jurisdiction." #97, p.3

B "Therefore, we would support legislation which abolishes strikes or lock-outs in any situation where essential public services are concerned. We advocate compulsory arbitration of disputes as a complete alternative to normal collective bargaining in these cases." #97, p. 14

A "We submit that the right to picket in support of a legal strike is not an absolute right either; that it is and ought to remain subject to other branches of the law, both civil and criminal." # 97, p. 19

A "...we recommend that s. 54(3) of the Labour Relations Act be repealed and replaced with a section prohibiting a strike or lock - out until after a secret vote by ballot conducted by the Ontario Labour Relations Board has been taken and the majority of the employees have voted in favour of a strike. We further recommend that application for the holding of a secret strike vote not be entertained by the Board until the conciliation procedures have been exhausted." #97, p.28.

B "...the Railway Association of Canada respectfully submits that the vacation standard prescribed by the Annual Vacations Act represents a fair and reasonable minimum and that the determination of improvements in this area should be left to the parties' discretion." #115, p.3

"Injunctions, and the present method of obtaining injunctions are a necessary part of our present law enforcement machinery and must be maintained in labour management disputes.

"The Criminal Code should be amended so as to permit picketing only at the premises of the struck Company and to limit such picketing to the employees of the struck Company.

...

"It should be a violation of the Ontario Labour Relations Act for a person to refuse to cross a picket line unless there is evidence that the person will suffer physical harm as a result.

"It should be a violation of the Ontario Labour Relations Act to refuse to handle materials or products of any Company that is involved in any dispute with a trade union.

"It is most important that the rights of Labour Act, R.S.O. 1960, chapter 354, be immediately repealed.

...

"Union shop or closed shop conditions in a Collective Agreement should be unlawful under the Ontario Labour Relations Act.

"The right to work must be a right of law and not subject to the provisions of a Collective Agreement or a Union Constitution.

Major
Recommendation

A "Evidence of membership in a trade union for certification purposes should be strengthened." # 231, pp. 52-53

"...the Commission submits the following:

1. Strikes in an essential public service such as the provision of electric energy are prejudicial to the health, safety and welfare of the general public and should be circumvented in a predetermined manner.
2. In essential public services, illegal activity such as wildcat strikes, slowdowns, secondary boycotts, refusal to cross picket lines, are also prejudicial to the public interest. Their prohibition should be enforced.
3. Injunctive relief continues to be a necessary remedy where damage is threatened to people or property as the result of a general industrial dispute."

A #96, p2.

B "Compulsory arbitration for essential public service disputes should be maintained on an 'ad hoc' basis with discretionary powers of granting or withholding the procedure vested in the provincial or federal cabinets." #96, p. 12

A "...we submit that the Alberta Labour Act should establish a method for the settlement of jurisdictional disputes within the Province of Alberta." #41, p. 23

A "...every strike should be declared illegal unless, at the time that negotiations break down, a strike is authorized by a majority of the employees concerned, by a secret ballot conducted or supervised by the Labour Board." #193, p. 8

C "We believe that it would be convenient to establish such a tribunal in each of the areas in which there now exists a Builders Exchange. Each of the building trades unions should, as a condition of obtaining an operating license, be required to submit its jurisdictional claims to such a tribunal for determination." #33, p. 31

"We request legislation to provide for settlement of all jurisdictional disputes within the Province of Manitoba without work stoppages or slow downs." #29, p.16

A "It is therefore our recommendation that within 7 days of the announcement of a positive strike vote, all other trades must vote under the same provisions and procedures as outlined for strike votes above, as to whether they endorse the action of the striking union. If such endorsement is not given, refusal of other unions to cross picket lines of the striking union shall be declared an illegal act." #44, p. 19.

"Due to the relative closeness of the various trades in relation to a given construction project it is necessary that the general working conditions in all agreements be similar..."

C "It is therefore, the recommendation of this Association that uniformity of these clauses be maintained in all agreements." #44 p. 21

C "It is our view that any problems that may exist in this industry in this general area of labour relations can be well and satisfactorily met by an extension of fair wage schedules to all municipalities and by the introduction into the Ontario Government contracts of minimum working conditions." # 90 p. 5

Major
Comments

A "The Toronto Metropolitan Home Builders' Association believes that the only possible solution to exploitation is through the enactment and rigid enforcement of a Minimum Wage law for unskilled labour in the Home Building Industry." #91, p. 1 of Recommendations.

A "It should be a condition of all collective bargaining in the construction industry that the Union first be certified as the bargaining agent." #91, p.1 of Recommendations

"(1) The present legislation is inadequate for the purpose for which it was intended. Any proposed amendments should distinctly separate Construction which, by definition, includes all on-site work, from Manufacturing, since each of these industries requires legislation to meet its own needs.

...

"(3) Schedules should be created for the Construction Industry...

C "(8) Competency tests should be maintained for trade craftsmen to qualify in any classification under a schedule." #37, pp. 1-2 of Recommendations.

"We now suggest that there should be a special Labour Relations Act applicable to the construction industry, so that there will be no danger that any of the provisions thereof, which are appropriate for our industry, might be found unpalatable for other types of industry, and hence fail to be adopted." #93, p. 27

Summary of major recommendation categories and their distribution by Associations over time.

Major Recommendation A

Restriction on union action and freedom; reduction in "union security"; preservation of management, group, and individual rights; freedom of expression for employers.

	All Associations Exhibit 17A	Construction Associations Exhibit 17B	Canadian Manufacturers Association Exhibit 17C	Miscellaneous Companies Exhibit 17D	Chambers of Commerce Exhibit 17E	Railways and Railway Association Exhibit 17F	Motor Transport & Miscellaneous Associations Exhibit 17G
1946							
1947	9				9		
1948	13				13		
1949	5				5		
1950	5				5		
1951	6				6		
1952	8		2		5		
1953	9				9		
1954	8				8		
1955	10				10		
1956	9				9		
1957	95	9	20	13	20		34
1958	89	11	15		32	6	23
1959	68	32			28		
1960	126	15	32		48		27
1961	63	34	5		21		
1962	43	6	7		29		
1963	36	12	4		15		1
1964	18		1		16		
1965	48	5	2	3	32		5
1966	51	9	12		25		3
1967	87		12	8	41		29
TOTAL	806	133	112	24	386	6	122

EXHIBIT 19B

Summary of major recommendation categories and their distribution by Associations over time.

Major Recommendation B

Minimum Government Interference and Regulation Except in Public Interest; Judicial Review of Decisions and Right of Appeal.

	All Associations Exhibit 17A	Construction Associations Exhibit 17B	Canadian Manufacturers Association Exhibit 17C	Miscellaneous Companies Exhibit 17D	Chambers of Commerce Exhibit 17E	Railways and Railway Association Exhibit 17F	Motor Transport & Miscellaneous Associations Exhibit 17G
1946							
1947	4				4		
1948	5				5		
1949							
1950							
1951							
1952	2		1		1		
1953	3				3		
1954	4				4		
1955	3				3		
1956	3				3		
1957	11		1		3		1
1958	12	2	1		3	3	1
1959	11	4			5		
1960	14		4		6		1
1961	8		1		7		
1962	10				9	1	
1963	14	1	1		7	5	
1964	14		3		11		
1965	14				12		
1966	17	1	5		12		
1967	30		4		24		3
TOTAL	179	8	21		122	9	6

EXHIBIT 19C

Summary of major recommendation categories and their distribution by Associations over time.

Major Recommendation C

Special Provisions For Construction Industry

	All Associations Exhibit 17A	Construction Associations Exhibit 17B	Canadian Manufacturers Association Exhibit 17C	Miscellaneous Companies Exhibit 17D	Chambers of Commerce Exhibit 17E	Railways and Railway Association Exhibit 17F	Motor Transport & Miscellaneous Associations Exhibit 17G
1946							
1947							
1948							
1949							
1950							
1951							
1952							
1953							
1954							
1955							
1956							
1957	2	2					
1958							
1959	9	9					
1960	6	5					
1961	4	3					
1962	3	1					
1963	9	9					
1964							
1965	1	1					
1966	5	5					
1967							
TOTAL	39	35					

Summary of major recommendation categories and their distribution by Associations over time.

Major Recommendation D

Judges as Arbitrators and Conciliators

	All Associations Exhibit 17A	Construction Associations Exhibit 17B	Canadian Manufacturers Association Exhibit 17C	Miscellaneous Companies Exhibit 17D	Chambers of Commerce Exhibit 17E	Railways and Railway Association Exhibit 17F	Motor Transport & Miscellaneous Associations Exhibit 17G
1946							
1947							
1948							
1949							
1950							
1951							
1952							
1953							
1954							
1955							
1956							
1957							
1958					2		
1959					1		
1960					1		
1961							
1962					3		
1963					2		
1964					3		
1965					2		
1966					2		
1967					1		
TOTAL					17		

EXHIBIT 20A

Summary Of Major Recommendation Categories Within Associations And Their
Distribution Over TimeAll Associations

Major Recommendation Category

	Restrain unions A	Minimum regulation B	Construction provisions C	Use judges D
1946				
1947	9	4		
1948	13	5		
1949	5			
1950	5			
1951	6			
1952	8	2		
1953	9	3		
1954	8	4		
1955	10	3		
1956	9	3		
1957	95	11	2	
1958	89	12		
1959	68	11	9	
1960	126	14	6	
1961	63	8	4	
1962	43	10	3	
1963	36	14	9	
1964	18	14		
1965	48	14	1	
1966	51	17	5	
1967	87	30		
TOTAL	806	179	39	

EXHIBIT 20B

Summary Of Major Recommendation Categories Within Associations And Their
Distribution Over TimeConstruction Associations

Major Recommendation Category

	Restrain unions A	Minimum regulation B	Construction provisions C	Use judges D
1946				
1947				
1948				
1949				
1950				
1951				
1952				
1953				
1954				
1955				
1956				
1957	9		2	
1958	11	2		
1959	32	4	9	
1960	15		5	
1961	34		3	
1962	6		1	
1963	12	1	9	
1964				
1965	5		1	
1966	9	1	5	
1967				
TOTAL	133	8	35	

EXHIBIT 20C

Summary Of Major Recommendation Categories Within Associations And Their
Distribution Over TimeCanadian Manufacturers' Association

Major Recommendation Category

	Restrain unions A	Minimum regulation B	Construction provisions C	Use judges D
1946				
1947				
1948				
1949				
1950				
1951				
1952	2	1		
1953				
1954				
1955				
1956				
1957	20	1		
1958	15	1		
1959				
1960	32	4		
1961	5	1		
1962	7			
1963	4	1		
1964	1	3		
1965	2			
	12	5		
1967	12	4		
TOTAL	112	21		

EXHIBIT 20D

Summary Of Major Recommendation Categories Within Associations And Their
Distribution Over TimeMiscellaneous Companies

Major Recommendation Category

	Restrain unions A	Minimum regulation B	Construction provisions C	Use judges D
1946				
1947				
1948				
1949				
1950				
1951				
1952				
1953				
1954				
1955				
1956				
1957	13			
1958				
1959				
1960				
1961				
1962				
1963				
1964				
1965	3			
1966				
1967	8			
TOTAL	24			

EXHIBIT 20E

Summary Of Major Recommendation Categories Within Associations And Their
Distribution Over TimeChambers Of Commerce

Major Recommendation Category

	Restrain unions A	Minimum regulation B	Construction provisions C	Use judges D
1946				
1947	9	4		
1948	13	5		
1949	5			
1950	5			
1951	6			
1952	5	1		
1953	9	3		
1954	8	4		
1955	10	3		
1956	9	3		
1957	20	3		
1958	32	3		2
1959	28	5		1
1960	48	6		1
1961	21	7		
1962	29	9		3
1963	15	7		2
1964	16	11		3
1965	32	12		2
1966	25	12		2
1967	41	24		1
TOTAL	386	122		17

EXHIBIT 20F

Summary Of Major Recommendation Categories Within Associations And Their
Distribution Over TimeRailways and Railway Association

Major Recommendation Category

	Restrain unions A	Minimum regulation B	Construction provisions C	Use judges D
1946				
1947				
1948				
1949				
1950				
1951				
1952				
1953				
1954				
1955				
1956				
1957				
1958	6	3		
1959				
1960				
1961				
1962		1		
1963		5		
1964				
1965				
1966				
1967				
TOTAL	6	9		

EXHIBIT 20G

Summary Of Major Recommendation Categories Within Associations And Their
Distribution Over TimeMotor Transport And Miscellaneous Associations

Major Recommendation Category

	Restrain unions A	Minimum regulations B	Construction provisions C	Use judges D
1946				
1947				
1948				
1949				
1950				
1951				
1952				
1953				
1954				
1955				
1956				
1957	34	1		
1958	23	1		
1959				
1960	27	1		
1961				
1962				
1963	1			
1964				
1965	5			
1966	3			
1967	29	3		
TOTAL	122	6		

Ontario	Hon. Mr. Justice Colin E. Bennett	October 31, 1963	To inquire into and report upon the applying of compulsory arbitration in the settlement of disputes between Labour and Management over the negotiation and settlement of terms of collective agreements affecting hospitals and their employees and, in particular, to the settlement of a dispute concerning the Trenton Memorial Hospital and its employees.
Ontario	Hon. Ivan C. Rand	August 19, 1966	Royal Commission Inquiry into Labour Disputes.

Sources: Canada Year Book
Labour Gazette
except *

LABOUR RELATIONS TASK FORCE CODING SHEET

AUGUST 1967

CIRCLED NUMBERS IN COLUMNS 1-10 ARE THE TOTAL TALLIES FOR EACH YEAR AND FOR THE PERIOD 1946-58.

ORGANIZATION: *Steel Organizations and Companies*
DOCUMENT IDENTIFICATION NUMBER(S): *Sheet 58, 59, 510, 513, 514, 515*

SHEPHERD MODEL		CODE		NUMBERS		RECOMMENDATIONS																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															
YEAR	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558	559	560	561	562	563	564	565	566	567	568	569	570	571	572	573	574	575	576	577	578	579	580	581	582	583	584	585	586	587	588	589	590	591	592	593	594	595	596	597	598	599	600	601	602	603	604	605	606	607	608	609	610	611	612	613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	630	631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648	649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666	667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684	685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700	701	702	703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720	721	722	723	724	725	726	727	728	729	730	731	732	733	734	735	736	737	738	739	740	741	742	743	744	745	746	747	748	749	750	751	752	753	754	755	756	757	758	759	760	761	762	763	764	765	766	767	768	769	770	771	772	773	774	775	776	777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800	801	802	803	804	805	806	807	808	809	810	811	812	813	814	815	816	817	818	819	820	821	822	823	824	825	826	827	828	829	830	831	832	833	834	835	836	837	838	839	840	841	842	843	844	845	846	847	848	849	850	851	852	853	854	855	856	857	858	859	860	861	862	863	864	865	866	867	868	869	870	871	872	873	874	875	876	877	878	879	880	881	882	883	884	885	886	887	888	889	890	891	892	893	894	895	896	897	898	899	900	901	902	903	904	905	906	907	908	909	910	911	912	913	914	915	916	917	918	919	920	921	922	923	924	925	926	927	928	929	930	931	932	933	934	935	936	937	938	939	940	941	942	943	944	945	946	947	948	949	950	951	952	953	954	955	956	957	958	959	960	961	962	963	964	965	966	967	968	969	970	971	972	973	974	975	976	977	978	979	980	981	982	983	984	985	986	987	988	989	990	991	992	993	994	995	996	997	998	999	1000	1001	1002	1003	1004	1005	1006	1007	1008	1009	1010	1011	1012	1013	1014	1015	1016	1017	1018	1019	1020	1021	1022	1023	1024	1025	1026	1027	1028	1029	1030	1031	1032	1033	1034	1035	1036	1037	1038	1039	1040	1041	1042	1043	1044	1045	1046	1047	1048	1049	1050	1051	1052	1053	1054	1055	1056	1057	1058	1059	1060	1061	1062	1063	1064	1065	1066	1067	1068	1069	1070	1071	1072	1073	1074	1075	1076	1077	1078	1079	1080	1081	1082	1083	1084	1085	1086	1087	1088	1089	1090	1091	1092	1093	1094	1095	1096	1097	1098	1099	1100	1101	1102	1103	1104	1105	1106	1107	1108	1109	1110	1111	1112	1113	1114	1115	1116	1117	1118	1119	1120	1121	1122	1123	1124	1125	1126	1127	1128	1129	1130	1131	1132	1133	1134	1135	1136	1137	1138	1139	1140	1141	1142	1143	1144	1145	1146	1147	1148	1149	1150	1151	1152	1153	1154	1155	1156	1157	1158	1159	1160	1161	1162	1163	1164	1165	1166	1167	1168	1169	1170	1171	1172	1173	1174	1175	1176	1177	1178	1179	1180	1181	1182	1183	1184	1185	1186	1187	1188	1189	1190	1191	1192	1193	1194	1195	1196	1197	1198	1199	1200	1201	1202	1203	1204	1205	1206	1207	1208	1209	1210	1211	1212	1213	1214	1215	1216	1217	1218	1219	1220	1221	1222	1223	1224	1225	1226	1227	1228	1229	1230	1231	1232	1233	1234	1235	1236	1237	1238	1239	1240	1241	1242	1243	1244	1245	1246	1247	1248	1249	1250	1251	1252	1253	1254	1255	1256	1257	1258	1259	1260	1261	1262	1263	1264	1265	1266	1267	1268	1269	1270	1271	1272	1273	1274	1275	1276	1277	1278	1279	1280	1281	1282	1283	1284	1285	1286	1287	1288	1289	1290	1291	1292	1293	1294	1295	1296	1297	1298	1299	1300	1301	1302	1303	1304	1305	1306	1307	1308	1309	1310	1311	1312	1313	1314	1315	1316	1317	1318	1319	1320	1321	1322	1323	1324	1325	1326	1327	1328	1329	1330	1331	1332	1333	1334	1335	1336	1337	1338	1339	1340	1341	1342	1343	1344	1345	1346	1347	1348	1349	1350	1351	1352	1353	1354	1355	1356	1357	1358	1359	1360	1361	1362	1363	1364	1365	1366	1367	1368	1369	1370	1371	1372	1373	1374	1375	1376	1377	1378	1379	1380	1381	1382	1383	1384	1385	1386	1387	1388	1389	1390	1391	1392	1393	1394	1395	1396	1397	1398	1399	1400	1401	1402	1403	1404	1405	1406	1407	1408	1409	1410	1411	1412	1413	1414	1415	1416	1417	1418	1419	1420	1421	1422	1423	1424	1425	1426	1427	1428	1429	1430	1431	1432	1433	1434	1435	1436	1437	1438	1439	1440	1441	1442	1443	1444	1445	1446	1447	1448	1449	1450	1451	1452	1453	1454	1455	1456	1457	1458	1459	1460	1461	1462	1463	1464	1465	1466	1467	1468	1469	1470	1471	1472	1473	1474	1475	1476	1477	1478	1479	1480	1481	1482	1483	1484	1485	1486	1487	1488	1489	1490	1491	1492	14

EXHIBIT 22

Royal Commissions Concerned with Labour Relations 1946 - 1967.

<u>Jurisdiction</u>	<u>Commissioner</u>	<u>Date of Appointment</u>	<u>Commission</u>
Federal	Hon. Mr. Justice Roy Lindsay Kellock	January 17, 1958	To inquire into the dispute between the Canadian Pacific Railway and the Brotherhood of Locomotive Firemen and Enginemen.
Federal*	Hon. Mr. Justice Samuel Freedman	November 5, 1964	Industrial Inquiry Commission on Canadian National Railways "Run-Throughs".
British Columbia	Hon. Gordon McGregor Sloan	August 2, 1958	Industrial Inquiry Commission to inquire into the circumstances and merits of disputes between the International Woodworkers of America and Companies represented by Forest Industrial Relations.
Manitoba	Hon. Mr. Justice George E. Tritschler	June 29, 1960	To inquire into and report upon all matters in any way contributing to, or resulting from, or connected with the strike of the plant employees of Brandon Packers Limited at Brandon, Man., and to investigate and make recommendations arising from the foregoing inquiry upon the methods by which peaceful industrial relations may be enforced in Manitoba.
Ontario	H. Carl Goldenberg	August 13, 1958	Industrial Inquiry Commission to inquire into the circumstances and merits of disputes between various employers, employers' associations, employees, and unions engaged in the plumbing and pipefitting industry and the electrical industry.
Ontario	H. Carl Goldenberg	June 27, 1961	To inquire into and report upon the relations between labour and management in the construction industry in Ontario.

EXHIBIT 23

Distribution of Documents by Major Group and by Year

	All Associations	Construction Associations	Canadian Manufacturers Association	Miscellaneous Companies	Chambers of Commerce	Railways and Railway Association	Motor Transport and Miscellaneous Associations
1946	1		1				
1947	4				2	2	
1948	3		1		2		
1949	5		3		1	1	
1950	3				1	2	
1951	3				2	1	
1952	5		1		3	1	
1953	6				3	3	
1954	7		1		3	3	
1955	4		1		2	1	
1956	7				2	5	
1957	19	1	3		5		10
1958	23	3	3	2	6	4	5
1959	13	7	2		4		
1960	17	3	4		9		1
1961	26	5	1		8	12	
1962	22	2	4		8	6	2
1963	16	4	1		3	7	1
1964	15		5		8	2	
1965	23	1	2	1	13	4	2
1966	43	3	20		11	6	3
1967	24		5	2	9		8
TOTAL	289	29	58	5	105	60	32

Classification of Diseases by Major Group and by Year

Year	Communicable Diseases	Non-Communicable Diseases	Maternal and Infant Mortality	Other
1940	1	1	1	1
1941	1	1	1	1
1942	1	1	1	1
1943	1	1	1	1
1944	1	1	1	1
1945	1	1	1	1
1946	1	1	1	1
1947	1	1	1	1
1948	1	1	1	1
1949	1	1	1	1
1950	1	1	1	1
1951	1	1	1	1
1952	1	1	1	1
1953	1	1	1	1
1954	1	1	1	1
1955	1	1	1	1
1956	1	1	1	1
1957	1	1	1	1
1958	1	1	1	1
1959	1	1	1	1
1960	1	1	1	1
1961	1	1	1	1
1962	1	1	1	1
1963	1	1	1	1
1964	1	1	1	1
1965	1	1	1	1
1966	1	1	1	1
1967	1	1	1	1
1968	1	1	1	1
1969	1	1	1	1
1970	1	1	1	1
1971	1	1	1	1
1972	1	1	1	1
1973	1	1	1	1
1974	1	1	1	1
1975	1	1	1	1
1976	1	1	1	1
1977	1	1	1	1
1978	1	1	1	1
1979	1	1	1	1
1980	1	1	1	1
1981	1	1	1	1
1982	1	1	1	1
1983	1	1	1	1
1984	1	1	1	1
1985	1	1	1	1
1986	1	1	1	1
1987	1	1	1	1
1988	1	1	1	1
1989	1	1	1	1
1990	1	1	1	1
1991	1	1	1	1
1992	1	1	1	1
1993	1	1	1	1
1994	1	1	1	1
1995	1	1	1	1
1996	1	1	1	1
1997	1	1	1	1
1998	1	1	1	1
1999	1	1	1	1
2000	1	1	1	1
2001	1	1	1	1
2002	1	1	1	1
2003	1	1	1	1
2004	1	1	1	1
2005	1	1	1	1
2006	1	1	1	1
2007	1	1	1	1
2008	1	1	1	1
2009	1	1	1	1
2010	1	1	1	1
2011	1	1	1	1
2012	1	1	1	1
2013	1	1	1	1
2014	1	1	1	1
2015	1	1	1	1
2016	1	1	1	1
2017	1	1	1	1
2018	1	1	1	1
2019	1	1	1	1
2020	1	1	1	1
TOTAL	100	100	100	100

